



AGENDA

MAYOR AND CABINET

Date: WEDNESDAY, 12 NOVEMBER 2014 at 6.00 pm

**Committee Rooms 1 & 2
Civic Suite
Lewisham Town Hall
London SE6 4RU**

**Enquiries to: Kevin Flaherty 0208 3149327
Telephone: 0208 314 9327 (direct line)
Email: kevin.flaherty@lewisham.gov.uk**

MEMBERS

Sir Steve Bullock	Mayor	(L)
Councillor Alan Smith	Deputy Mayor - Growth & Regeneration	(L)
Councillor Chris Best	Health, Well-Being & Older People	(L)
Councillor Kevin Bonavia	Resources	(L)
Councillor Janet Daby	Community Safety	(L)
Councillor Joe Dromey	Policy and Performance	(L)
Councillor Damien Egan	Housing	(L)
Councillor Paul Maslin	Children & Young People	(L)
Councillor Joan Millbank	Third Sector and Community	(L)
Councillor Rachel Onikosi	Public Realm	(L)

Members are summoned to attend this meeting

**Barry Quirk
Chief Executive
Lewisham Town Hall
Catford
London SE6 4RU
Date: Thursday, 13 November 2014**



INVESTOR IN PEOPLE

The public are welcome to attend our committee meetings, however occasionally committees may have to consider some business in private. Copies of reports can be made available in additional formats on request.

ORDER OF BUSINESS – PART 1 AGENDA

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Agenda Item 1

MAYOR & CABINET		
Report Title	Declarations of Interests	
Key Decision	No	Item No. 1
Ward	n/a	
Contributors	Chief Executive	
Class	Part 1	Date: November 12 2014

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)

Agenda Item 2

MAYOR AND CABINET		
Report Title	Minutes	
Key Decision		Item No.2
Ward		
Contributors	Chief Executive	
Class	Part 1	Date: November 12 2014

Recommendation

It is recommended that the minutes of that part of the meeting of the Mayor and Cabinet which were open to the press and public, held on October 22 2014 be confirmed and signed as a correct record (copy attached).

MINUTES OF THE MAYOR AND CABINET

Wednesday, 22 October 2014 at 6.00 pm

PRESENT: Sir Steve Bullock (Mayor), Alan Smith, Chris Best, Kevin Bonavia, Janet Daby, Joe Dromey, Paul Maslin and Rachel Onikosi.

ALSO PRESENT: Councillor Suzannah Clarke, Councillor Liam Curran, Councillor Colin Elliott, Councillor Alan Hall, Councillor Stella Jeffrey and Councillor John Paschoud.

Apologies for absence were received from Councillor Damien Egan and Councillor Joan Millbank.

64. Declaration of interests

Councillor Chris Best declared a personal interest in Item 5 as Chair of the Sydenham Local Assembly.

Councillor Liam Curran declared a personal interest in Item 5 as a member of CAMRA.

Councillor Alan Hall declared a personal interest in Item 7 as a Board member of Phoenix Community Housing Association.

Councillor Janet Daby declared a personal interest in Item 8 as Chair of the Whitefoot Local Assembly.

65. Minutes

RESOLVED that the minutes of the meeting held on October 1 2014 be confirmed and signed as a correct record.

66. Matters Raised by Scrutiny and other Constitutional Bodies

Instrument of Government the Governing Body of Watergate School

Councillor Alan Hall, Chair of the Overview & Scrutiny Education Business Panel, presented the call-in of the Mayoral decision made on October 1 in respect of the Instrument of Government for the Governing Body of Watergate School. He said the Panel had received legal advice that the decision should be voided as it had not been properly made. The Mayor acknowledged an error had been made; thanked the Panel for their intervention and rescinded the decision

Health & Safety Committee – Broadway Theatre

Councillor Alan Hall presented the report on behalf of the Health and Safety Committee which believed that a report on health and safety concerns at the Broadway Theatre should be drawn up as a matter of urgency. The Executive Director for Community Services responded by promising that this would be done.

RESOLVED that

(1) The call-in of the decision made on October 1 in respect of the Instrument of Government for the Governing Body of Watergate School be accepted in full and the decision rescinded.

(2) Officers be requested to produce an urgent briefing on Health & Safety issues at the Broadway Theatre.

67. Outstanding Scrutiny Matters

RESOLVED that the report be noted.

68. Response to Sydenham Local Assembly Greyhound Public House

The report was introduced by the Deputy Mayor and the Head of Planning. They informed the Mayor that a response had been received from Purelake indicating their intention to rebuild the pub.

Councillor Chris Best, Chair of the Sydenham Local Assembly, welcomed the news and stressed that every effort should be made to ensure Purelake were able to get on site and commence rebuilding works. She asked that an update be made to the Sydenham Local Assembly on December 6 as well as to Mayor & Cabinet in January 2015.

Councillor Liam Curran, a Sydenham Ward member, also addressed the Mayor and sought assurances that the Council would continue to press Purelake to ensure they fulfilled the promises that they had made. The Head of Law informed the Mayor that legal remedies remained at his disposal and the Head of Planning stated that the Planning Permission granted in 2010 was still valid and that he was confident several outstanding issues could be the subject of successful negotiation.

Having considered an officer report and presentations by the Deputy Mayor, Councillor Alan Smith, the Chair of the Sydenham Local Assembly, Councillor Chris Best and a Ward Councillor, Councillor Liam Curran, the Mayor:

RESOLVED that a progress report be prepared and reported to the Sydenham Local Assembly in December and the Mayor & Cabinet in January 2015.

69. Holbeach Primary School Nursery provision and play space arrangements

The report was presented by Councillor Paul Maslin who explained it had been compiled in accordance with undertakings made by the Mayor to address issues of remaining concern when approval for the expansion had been given. The Mayor stated he found the report very reassuring but that he expected any untoward developments to be notified to him.

Having considered an officer report and a presentation by the Cabinet

Member for Children & Young People, Councillor Paul Maslin, the Mayor:

RESOLVED that the report be noted.

70. MOL London Infrastructure Plan 2050 consultation response

The report was presented by the Deputy Mayor who explained the Plan was an attempt to describe high level issues and therefore lacked detail. The Head of Planning added that the Plan was an honest attempt to investigate London's infrastructure needs. He said an issue regarding connectivity with London airports had been raised by the Sustainable Development Select Committee and that this could be added to the response.

Councillor Alan Hall tabled the written views of the Overview & Scrutiny Committee which he explained were the aspirational outcome of an examination of the issues involved by the 45 committee members. He asked that the comments of the Committee be incorporated into the Council response. He also referred to an appendix containing the views of Phoenix Community Housing Association which he felt could be included.

Following questions and contributions from Councillors Dromey, Bonavia, Best and Daby, the Deputy Mayor responded to the debate and to the tabled views of the Overview & Scrutiny Committee. He outlined the various meetings he had attended in connection with this Plan and with other relevant consultations. He concluded that the Council's interaction was work in progress but that a good start had been made with the report that had been formulated.

In response the Mayor recognised the response could still be fine-tuned and he granted authority to the Head of Planning to amend the submission to include whatever comments he felt pertinent, as long as the final document was shared with the Deputy Mayor and the Chair of Overview and Scrutiny. The Mayor observed that the Plan had great implications for London, particularly the outer boroughs which were likely to be the subject of intense development and he was convinced of the need for considered long term planning.

Having considered an officer report, the tabled written views of the Overview & Scrutiny Committee, and presentations by the Deputy Mayor, Councillor Alan Smith, and the Chair of the Overview & Scrutiny Committee, Councillor Alan Hall, the Mayor, for the reasons set out in the report:

RESOLVED that:

(1) the contents of the report be sent to the Mayor of London as the official response to the consultation; and

(2) authority be delegated to the Executive Director for Resources and Regeneration to make final changes to the consultation response prior to the closing date of 31 October 2014 with that final response being notified to the Deputy Mayor and the Chair of the Overview & Scrutiny Committee.

71. Neighbourhood Forum and Area Grove Park

The report was introduced by the Deputy Mayor and the Head of Planning who explained the process leading to a proposed designation of a second neighbourhood area and forum in Lewisham.

The Mayor was addressed by Mr Stephen Kenny, the Chair of the Grove Park Neighbourhood Forum, who outlined the history of the process commencing with the campaign to save the Baring Hall Hotel in 2009 and explained the activities being undertaken, particularly in developing the area's heritage as evidenced by publications which had been produced.

Mr Kenny was supported by local Ward member Councillor Suzannah Clarke who said it was marvellous that the proposals had reached this stage. Councillor Daby added that the Whitefoot Councillors were also pleased to support the proposals.

Having considered an officer report, and presentations by the Deputy Mayor, Councillor Alan Smith, local Ward Councillor Suzannah Clarke and Mr Stephen Kenny, the Chair of the Grove Park Neighbourhood Forum, the Mayor for the reasons set out in the report:

RESOLVED that:

- (i) the designation of the Grove Park Neighbourhood Area as set out at Annex 1 and Annex 2 be approved;
- (ii) the designation of the Grove Park Neighbourhood Forum as set out at Annex 3 and Annex 4 be approved; and
- (iii) the Executive Director for Resources and Regeneration be authorised to give the required publicity to the designations.

72. Highways Winter Maintenance Policy and Plan 2014-15

Having considered an officer report and a presentation by the Deputy Mayor, Councillor Alan Smith, the Mayor for the reasons set out in the report

RESOLVED that the Winter Service Operational Plan 2014-15 be approved.

73. Instrument of Government St Michael's CE Primary School

Having considered an officer report and a recommendation by the Cabinet Member for Children & Young People, Councillor Paul Maslin, the Mayor for the reasons set out in the report:

RESOLVED that;

- (i) the Instrument of Government for St Michael's Church of England Primary School be made by Local Authority order dated 22 October 2014; and

(ii) the nomination of Cuong To be approved for appointment by the governing body.

74. Redeployable Housing

The Mayor observed that the proposals seemed interesting and exciting and would be breaking new ground. He believed exact planning permissions would be crucial, as he expected expiry to take place on a set date laid out in advance.

Having considered an open officer report, the Mayor for the reasons set out in the report:

RESOLVED that:

(i) the work that has been carried out to test the technical feasibility and the financial viability of using innovative approaches to construction to provide “meanwhile” uses of vacant land while longer term plans are developed;

(ii) proposals for the temporary use of the vacant Ladywell site and for Officers to proceed as outlined in sections 7 and 8;

(iii) officers commence the process of seeking to obtain planning permission for a development of temporary deployable housing on the Ladywell site;

(iv) authority be delegated to the Executive Director for Resources and Regeneration, in consultation with the Executive Director for Customer Services, to agree the terms of the final brief for a development of temporary deployable housing on the Ladywell site and the procurement exercise;

(v) officers commence a procurement exercise to identify a contractor to construct a demountable and “re-deployable” building on that site, whereby the building will be on site for a period of no more than four years, and for the selected contractor to subsequently deconstruct, move and reconstruct that building in another location within the borough, in line with the details set out in part 2; and

(vi) the decision to appoint the selected contractor or contractors will be reported to Mayor & Cabinet (Contracts) for approval at the conclusion of the procurement process.

75. Appointment of LA Governors

Having considered information supplied in respect of the nominee proposed for appointment and advice from the Cabinet Member for Children & Young People, Councillor Paul Maslin, the Mayor:

RESOLVED that the following person be appointed as a Local Authority governor;

76. Exclusion of Press and Public

RESOLVED that in accordance with Regulation 4(2)(b) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 and under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs [3, 4 and 5] of Part 1 of Schedule 12(A) of the Act, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

14. Redployable Housing part 2.

15. Parker House Surplus Declaration and Approval to Demolish.

77. Redeployable Housing Part 2

Having considered a confidential officer report which related to the open discussion on the same item, the Mayor for the reasons set out in the report:

RESOLVED that:

(i) the financial information provided be noted;

(ii) the proposed budget requirements as set out be noted;

(iii) the budget required be approved and authority be delegated to the Executive Director for Resources and Regeneration, in consultation with Executive Director for Customer Services, to use the budget set out to deliver the proposals.

78. Parker House Surplus Declaration and Approval To Demolish

Having considered a confidential officer report and a presentation by the Deputy Mayor, Councillor Alan Smith, the Mayor for the reasons set out in the report:

RESOLVED that;

(i) the communication statement set out be noted;

(ii) 144 Evelyn Street SE8 5DD (Parker House) be declared surplus to the Council's operational requirements, and officers be authorised to obtain vacant possession of the building and its demolition be approved; and

(iii) the Director of Regeneration and Asset Management be instructed to explore options for securing a viable alternative use of the site which meets the Council's corporate priorities and strategic asset management objectives.

The meeting closed at 7.20pm

Agenda Item 3

MAYOR & CABINET		
Report Title	Outstanding Scrutiny Matters	
Key Decision	No	Item No. 3
Ward		
Contributors	Head of Business and Committee	
Class	Part 1	Date: 12 November 2014

1. Purpose of Report

To report on items previously reported to the Mayor for response by directorates and to indicate the likely future reporting date.

2. Recommendation

That the reporting date of the item shown in the table below be noted.

Report Title	Responding Author	Date Considered by Mayor & Cabinet	Scheduled Reporting Date	Slippage since last report
Matters raised by Sustainable Development Select Committee – Preserving Public Houses and Community Assets of Value	ED Res. & Regen.	1 October 2014	3 December 2014	No

BACKGROUND PAPERS and AUTHOR

Mayor & Cabinet minutes October 1 2014 available from Kevin Flaherty 0208 3149327.

Agenda Item 4

MAYOR AND CABINET		
Report Title	Report Back on Matters Raised By The Overview and Scrutiny Business Panel or other Constitutional bodies	
Key Decision	No	Item No.
Ward		
Contributors	Head of Business & Committee	
Class	Open	Date: November 12 2014

Purpose of Report

To report back on any matters raised by the Overview and Scrutiny Business Panel following their consideration of the decisions made by the Mayor on October 22 2014 or on other matters raised by Select Committees or other Constitutional bodies.

MAYOR AND CABINET		
Report Title	Report Back on Matters Raised by the Overview and Scrutiny Business Panel	
Key Decision	No	Item No.3
Ward		
Contributors	Senior Committee Manager	
Class	Part 1	Date: 12 November 2014

1. Purpose of Report

To report back on any matters raised by the Overview & Scrutiny Business Panel following their consideration of decisions made at Mayor and Cabinet on 22 October 2014.

2. Decisions made at Mayor and Cabinet on 22 October 2014 – Parker House Surplus Declaration and Approval to Demolish

- 2.1** Following discussion at the Overview and Scrutiny Business Panel meeting, Business Panel members noted the decision of the Mayor, and agreed to request that the Mayor instruct officers to brief Ward Members on the timetable for demolition and future use of the site, to ensure they are well informed and able to deal with enquiries from the local community.

Chief Officer Confirmation of Report Submission
Cabinet Member Confirmation of Briefing
Report for: Mayor
 Mayor and Cabinet
 Mayor and Cabinet (Contracts)
 Executive Director
Information **Part 1** **Part 2** **Key Decision**

Date of Meeting	12 th November 2014
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Title of Report	Kenton Court & Sommerville Extra Care Schemes
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Originator of Report	Genevieve Macklin	Ext. 46649
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At the time of submission for the Agenda, I confirm that the report has:

Category	Yes	No
Financial Comments from Exec Director for Resources	X	
Legal Comments from the Head of Law	X	
Crime & Disorder Implications	X	
Environmental Implications	X	
Equality Implications/Impact Assessment (as appropriate)	X	
Confirmed Adherence to Budget & Policy Framework	X	
Risk Assessment Comments (as appropriate)		
Reason for Urgency (as appropriate)		

Signed: Chris Best Executive Member

Date: 31 Oct 2014

Signed: [Signature] Director/Head of Service

Date: 3/11/2012

Control Record by Committee Support

Action	Date
Listed on Schedule of Business/Forward Plan (if appropriate)	
Draft Report Cleared at Agenda Planning Meeting (not delegated decisions)	
Submitted Report from CO Received by Committee Support	
Scheduled Date for Call-in (if appropriate)	
To be Referred to Full Council	

**Chief Officer Confirmation of Report Submission
Cabinet Member Confirmation of Briefing**

Report for: Mayor

Mayor and Cabinet

Mayor and Cabinet (Contracts)

Executive Director

Information Part 1 Part 2 Key Decision

<input type="checkbox"/>
X
<input type="checkbox"/>
<input type="checkbox"/>

Date of Meeting	12 th November 2014
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Title of Report	Kenton Court & Sommerville Extra Care Schemes
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Originator of Report	Genevieve Macklin	Ext. 46649
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At the time of submission for the Agenda, I confirm that the report has:

Category	Yes	No
Financial Comments from Exec Director for Resources	X	
Legal Comments from the Head of Law	X	
Crime & Disorder Implications	X	
Environmental Implications	X	
Equality Implications/Impact Assessment (as appropriate)	X	
Confirmed Adherence to Budget & Policy Framework	X	
Risk Assessment Comments (as appropriate)		
Reason for Urgency (as appropriate)		

Signed:  Executive Director for Community Services
Date 1 November 2014

Control Record by Committee Support	
Action	Date
Listed on Schedule of Business/Forward Plan (if appropriate)	
Draft Report Cleared at Agenda Planning Meeting (not delegated decisions)	
Submitted Report from CO Received by Committee Support	
Scheduled Date for Call-in (if appropriate)	
To be Referred to Full Council	

MAYOR AND CABINET			
Report Title	The Council's Extra Care Service at Kenton Court and Somerville		
Key Decision	Yes	Item No.	
Ward	Borough Wide		
Contributors	Executive Director for Customer Services Executive Director for Community Services		
Class	Part 1	Date:	12 November 2014

1 Summary

- 1.1 In July 2012 the Mayor received a report outlining the severe housing challenges in Lewisham and London more generally and as a result agreed to launch the "Housing Matters" programme. This consisted of three interlinked streams of work designed to address those challenges, which were to review the options for the ownership and management of housing stock, to initiate a new build housing programme, and finally to review the Council's policy for and approach to the delivery of housing specifically for its older residents.
- 1.2 This report focuses on the last of these three strands, on which significant progress has been made since the programme was launched. In October of this year a new extra care facility opened as part of the Marine Wharf development in Deptford, providing 78 new homes that are especially adapted to the needs of older residents, which meet all modern standards in relation to design, provide much greater flexibility for residents to be supported and cared for in their own homes for much longer, and thereby enable residents to maintain their independence at home for longer. In addition two further extra care schemes, both of which will meet these same high standards, are currently in development through the planning process, and are expected to be launched in 2017. Between them these will provide a further 111 new homes meeting this new modern standard, meaning a total new provision of nearly 200 new modern homes for older residents will be provided at that point.
- 1.3 This report follows on from two previous reports considered by Mayor and Cabinet in December 2013 and June 2014 specifically in relation to the future of the two Council-owned and Council-managed extra care schemes at Kenton Court in Sydenham, and at Somerville in Telegraph Hill. The first of these reports made clear that these two schemes did not meet these new standards, and likewise could not be adapted to do so. They consist of small bedsit units without self-contained bathroom facilities, and as such are neither suitable for the provision of extra care nor attractive to prospective tenants.
- 1.4 Given these findings and also the forthcoming development at Conrad Court, Marine Wharf, in December 2013 the Mayor agreed 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 voluntarily to this new-build provision as it becomes available and other provision as appropriate to their care needs.

- 1.5 On the conclusion of this consultation exercise a further report was considered by Mayor and Cabinet, in June 2014, which concluded that a range of high quality housing, care and support was available in the borough to potentially meet the needs of the residents of Kenton Court and of Somerville, and also noted that five residents had already voluntarily moved to alternative provision within the borough. On that basis the Mayor agreed that officers should commence formal consultation with the remaining residents of the two schemes regarding two separate but related proposals, which were to close the extra care service provided at the schemes, and to close the buildings themselves.
- 1.6 This report sets out a summary of the manner in which that formal consultation exercise has been carried out, the independent advocacy support that was made available to residents as part of the process, and sets out the views of residents as expressed during the consultation.
- 1.7 When the first report was considered by Mayor and Cabinet, in December 2013, there were 31 residents living in the two schemes and there were 24 void units. The schemes were slightly more than half full at that point. At the latest assessment, as set out in section five of this report, 18 residents remain in the two schemes, with 11 having voluntarily moved to alternative provision during the consultation process, and two residents have unfortunately died in the intervening period. Of the remaining 18 residents, 10 are at various stages of moving to alternative provision, or of considering which option might best suit them.
- 1.8 There are, therefore, eight residents who have yet to engage with the voluntary move process. Of those eight, four residents have chosen to wait for a final firm decision about the future of the schemes before considering their future options. The remaining four residents are particularly concerned about, and do not support, the proposals to close both the extra care service and the buildings at Kenton Court and Somerville. This is clear from the consultation feedback set out in this report, and this is also the finding of HealthWatch as independent advocate.
- 1.9 Officers understand that proposals of this nature can, naturally, be unsettling and cause alarm for residents. Officers have sought throughout this process to carry out an even handed consultation that paid due consideration to the views of residents at all times. It is for this reason that HealthWatch Lewisham was appointed to act as an independent advocate for residents, and it was also for this reason that the consultation exercise could be viewed as protracted – continuing as it did for ten months without a final decision.
- 1.10 The outcome of the consultation, which is discussed in Sections 6 and 7 of the report, is that there remains a contingent of residents who are unhappy with the proposals to close the service and the buildings. However, officers propose that these views should be considered alongside the views of the 21 residents who have already expressed a preference throughout this process, by voluntarily moving away from these schemes.

- 1.11 Furthermore, there has been no response to this consultation which contends with the logic of the original two papers on the matter, which is that these two schemes do not meet modern standards for housing and care, and cannot be upgraded to do so. Furthermore, officers view is that as a result of these conditions voids will continue to increase, and value for money to the Council of providing an extra care service to the remaining residents in both schemes will continue to decrease if the service stays open.
- 1.12 This report recommends that the Mayor considers the views of the existing residents who do not support the proposals alongside those of the residents have already moved voluntarily away from both schemes. The Mayor is also asked to consider the logistical and financial constraints associated with continuing to run poorly designed schemes of this nature, at less than half capacity. Mayor and Cabinet is also reminded of the findings set out in earlier reports of the reviews of both buildings, which has concluded that it is logistically and financially impractical to reconfigure the buildings to provide a viable extra care scheme in these locations.
- 1.13 On that basis, the Mayor is recommended to agree that the extra care service at both Kenton Court and Somerville should be closed, that both housing schemes should be closed, and that officers should proceed to develop plans for the redevelopment of both schemes for alternative housing uses.
- 1.14 If this proposal is agreed officers will continue to work with the remaining residents in as sensitive and supportive manner as possible to identify alternative housing and support options. Officers will also be mindful of the importance of ensuring that the safeguarding needs of residents are met, and that this may mean that at some point during the re-housing process it becomes necessary to commence possession proceedings in relation to the remaining tenants.

2 Recommendations

The Mayor is recommended to;

- 2.1 Note the information contained within this report about the process that has been carried out to date, and in particular the physical conditions and shortcomings of the two schemes as set out in paragraph 5.3, the existing cost of the two schemes as set out at paragraphs 5.5 and 5.6, and the details of the consultation process that has been carried out with tenants and their families as set out in sections 6 and 7.
- 2.2 Note the comments made during the formal Adult Social Care consultation which has taken place in line with the recommendation from the 25th June 2014 report on the Council's in-house extra care service at Somerville and Kenton Court, as set out in Section 6.
- 2.3 Note 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 proposals as detailed in section 7.

- 2.4 Note that consultation has taken place with staff from the in-house extra care service in line with the recommendation from the 25th June 2014 report on the Council's in-house extra care service at Somerville and Kenton Court, as set out in section 8.
- 2.5 Having considered the comments made for the three consultations as set out in sections 6, 7 and 8, agree:
- 2.6 That the Council-managed extra care service at Kenton Court and Somerville should be closed
- 2.7 That the building at Kenton Court should be closed for its current use and proposals for the Council to develop alternative general needs housing at the site should be further developed.
- 2.8 That the building at Somerville should be closed for its current use and proposals for the Council to develop alternative general needs housing at the site should be further developed.
- 2.9 That officers should present plans for re-development of the two sites, as part of future phases of the New Homes, Better Places Programme, to the Mayor for approval at the earliest opportunity.
- 2.10 That officers should continue to discuss with existing tenants options for other services that would meet their needs and put in place individual and person-centred plans for services which will meet those needs.
- 2.11 That as part of this process, in due course and as a last resort, Notice of Seeking Possession is served under Ground 10 of Schedule 2 to the Housing Act 1985 and possession proceedings brought against any remaining tenants at Kenton Court and Somerville in order to protect the Council's interest and potentially to safeguard vulnerable residents, as set out at section 10.

3 Policy Context

- 3.1 Nationally the policy context is mainly set out in:
 - The Care Act 2014 and the White Paper "Caring for Our Future: reforming care and support" (2013)
 - National Collaboration "Integrated Care and Support: Our Shared Commitment" (2013)
 - The national review of housing for older people initiated in 2008 carried out through HAPPI (Housing our Ageing Population: Panel for Innovation), which includes good practice design elements for housing for older people:
 - Space and flexibility
 - Daylight in the home and in shared spaces
 - Balconies and outdoor space
 - Adaptability and 'care ready' design
 - Positive use of circulation space
 - Shared facilities and 'hubs'
 - Plants, trees, and the natural environment
 - Energy efficiency and sustainable design

- Storage for belongings and bicycles
 - External shared surfaces and 'home zones'
- 3.2 For the Council, a focus on improving the quality and availability of housing for older people was one of the main priorities initiated through the Housing Matters programme (2012). The Sustainable Community Strategy is also relevant.
- 3.3 The Council has adopted the following as the basis for specialist housing for older people:
- Spacious – at least 50m² for a one bedroom home
 - Wheelchair accessible
 - Self contained, with full bathroom facilities
 - "Care ready"
 - Community focused
 - Mixed dependency

4 Background to extra care in Lewisham

- 4.1 The Council is working with partners to develop new build specialist housing for older people which meets the standards associated with extra care, as well as exploring other ways to improve housing stock for older people.
- 4.2 The term 'extra care' housing is used to describe developments that comprise self-contained homes with design features and support services available to enable self-care and independent living. Extra care housing is particularly appropriate to older people whose disabilities, frailty or health needs make ordinary housing unsuitable but who do not need or want to move to long term care such as residential or nursing homes.
- 4.3 Two extra care schemes, commissioned by the Council, are provided by Housing 21 at Cedar Court, Grove Park, and Cinnamon Court, Deptford and provide a total of 80 homes.
- 4.4 Conrad Court, Marine Wharf, is a new development built to high mobility standards consisting of a total of 78 homes (34 one bedrooms and 44 two bedrooms) which was opened at in October 2014. The Mayor agreed on January 15th 2014 that Notting Hill Housing Group (NHHG) would provide the Extra Care service there.
- 4.5 The Council has supported capital bids for two further Extra Care schemes, at Campshill Road, Lewisham Central and at Hazelhurst Court, Bellingham, which are due to be completed by 2017. A full description of these developments was included in the 4th December 2013 report. They will deliver a total of 111 new homes.

5 Background to Somerville and Kenton Court schemes

- 5.1 This report focuses on the schemes at Somerville and Kenton Court. The recommendations included within the report relate to these schemes and the service currently provided within them.

- 5.2 Kenton Court, Sydenham and Somerville, New Cross, are directly managed by the Council and have a total of 55 units. The buildings are part of the Council's housing stock. Housing management services are provided by Lewisham Homes and care and support services are managed by the Community Services Directorate.
- 5.3 At the Mayor and Cabinet meeting on 4th December 2013, officers reported that detailed stock condition surveys had indicated that both buildings were unsuitable for continued use for Extra Care in their current form due to the physical constraints of the building. Somerville and Kenton Court were remodelled from what were already hard-to-let sheltered housing schemes, in 1995 and 1999 respectively. The schemes mainly consist of small bedsits or studio flats which are approximately 28m² - these are too small and they do not enable wheelchair access. Shared bathroom facilities are not appropriate for tenants with additional care and support needs and are not popular with potential tenants. These factors combine to mean that the levels of care that can be provided to current and potential tenants are unacceptably restricted by the physical fabric of the building. The schemes are, therefore, not appropriate for people being assessed as requiring extra care services. Voids levels in the schemes are high and referrals to the schemes are low.
- 5.4 Consideration has been given to remodelling the buildings by conversion to self contained one-bed flats for over 55 year olds to meet extra care housing standards. Capital investment of over £1million would be required and there would be a loss of 26 units, which would in turn increase the unit cost of the service delivery. Extensive re-modelling would be very disruptive to existing tenants who would have, at the very least, to temporarily vacate their current accommodation in order to allow for building works to take place. Even if this were possible, the number of units that could be re-provided would be insufficient for a viable modern extra care scheme, where the minimum number of homes required to sustain a viable care service is generally recommended to be at least 40.
- 5.5 When officers originally reported to Mayor and Cabinet in December 2013, 31 of the 55 available tenancies were filled. Tenants were receiving a support package averaging just under 6 hours a week (ranging from none to 11.75 hours per tenant). This represented under occupancy of 44% and a net hourly rate of £44. As at November 2014, there are eight people who are not actively in the process of moving voluntarily. This represents a projected under occupancy of the schemes of more than 80%. Assuming the same number of average hours a week (6), the net hourly rate for the remaining eight people is estimated at £167 per hour. Even assuming that all remaining tenants are receiving care packages at the highest level of 12 hours per week, which is not the case, then the hourly rate would equate to £83 per hour, almost five times more than other equivalent schemes.
- 5.6 There is a financial impact of under occupancy on the Housing Revenue Account (HRA). The average rent for Kenton and Somerville is £94 per person per week. In December 2013 there were 24 void flats a week, a cost to the HRA of £117,312 per annum. As of November, that contribution from the HRA will rise to between £200,000 and £230,000 per annum as tenants moving voluntarily move to meet rental voids costs of 47 flats.

- 5.7 The Mayor agreed at the December meeting that adult social care staff should informally consult with tenants at both Kenton Court and Somerville about housing and support options including an assessment of current need.
- 5.8 The outcomes of those assessments were presented to Mayor and Cabinet on 25th June 2014. On the basis that tenants' care and support needs could be met in good quality alternative provision available in the borough, the Mayor agreed that officers should move to formal consultation with tenants and staff on proposals to close the extra care service provided at Somerville and Kenton Court, and proposals to close the buildings and reconfigure and/or redevelop the sites for alternative housing use.
- 5.9 In accordance with the decisions made in both December 2013 and June 2014 tenants have been offered opportunities to view other housing and support services in the borough and have been supported to move on a voluntary basis to alternative preferred accommodation in line with their assessed needs. Eight people have already moved to the existing extra care services in the borough, Cinnamon Court and Cedar Court, managed by Housing 21 and three people have already moved to Conrad Court.
- 5.10 At time of writing, 7 tenants remain at Kenton Court and 11 at Somerville, giving a total of 18. Four of these tenants are in the process of moving to the Housing 21 schemes, two are in the process of referral to Conrad Court. One person is moving to a property at a preferred sheltered scheme. One tenant has been referred to the brokerage team to source a residential care service in line with their assessed need. The housing team is working with two others who are still in the process of making decisions about the options available to them.
- 5.11 Eight people across both schemes have yet to express a preference, of whom four, supported by relatives or friends, are unwilling to engage in discussion regarding potential housing and care options in the absence of a Mayoral decision that the buildings and the extra care scheme will close.
- 5.12 Therefore, 21 of the original 31 tenants at the time of the December 2013 report have either moved or in the process of moving from Kenton and Somerville. Two others have unfortunately died.
- 5.13 In partnership with Lewisham Homes, the Council's arms length housing provider, development options for the Kenton Court and Somerville site and buildings are being developed and appraised for inclusion in future phases of the New Homes, Better Places programme. In both cases there is a presumption that the sites will be used by the Council itself to provide new affordable housing to general needs standards. The development of housing that meets extra care standards is not planned for the site as the number of flats that could be built to this standard would not make an extra care scheme cost effective.
- 6 Formal consultation to close the extra care service at Kenton Court and Somerville: process and findings**

- 6.1 A three-month consultation with tenants on proposals to close the extra care service at Somerville and Kenton Court was launched on July 17th 2014. A letter, attached at appendix A, was hand-delivered to mark the start of the consultation period. These letters were verbally explained to tenants where required. Consultation meetings between officers, tenants, relatives and Healthwatch were held on 28th and 31st July 2014 at Somerville, where a total of two relatives and four tenants attended and 30th July and 6th August 2014 at Kenton Court, where a total of four relatives and five tenants attended.
- 6.2 A formal consultation with tenants on the future of the buildings was launched by letter (attached at appendix B) on September 18th, with a closing date of 16th October 2014. Consultation meetings between officers, tenants, relatives and Health Watch were held on 22nd September at Kenton Court with 2 residents and one relative in attendance, and 25th September at Somerville with six residents and two relatives in attendance. Again, officers from both housing and social care and Healthwatch were present at all meetings.
- 6.3 The letters provided a contact telephone number, address and e-mail address to ensure that people who could not attend the consultation drop-in meetings were able to contact the Council about the proposals and to respond to the consultation. Tenants were also encouraged to speak to service staff if they had any comments or questions about the proposals. Additionally, housing staff visited the schemes throughout the consultation process.
- 6.4 As required by Mayor and Cabinet at the June meeting, officers identified an independent advocate for tenants, Healthwatch. Healthwatch attended both the formal consultation meetings, and also met with tenants and their relatives outside of the meetings either in one to one meetings, by telephone or via e-mail to help them put forward their comments. A final report from Health Watch can be found at Appendix D.
- 6.5 Consultation about proposals to close the extra care service and consultation about proposals to close the two buildings are technically separate consultations. However, for the tenants themselves, the issues are closely intertwined and their responses inevitably often applied to both consultations.
- 6.6 Some tenants and their relatives raised issues specific to their own circumstances, for example the financial implications of the housing options they might consider, or personal information regarding their social care and health support needs. Officers have sought to deal with these issues on an individual basis.
- 6.7 The key issues of concern raised by people attending the consultation meetings are set out in tables below. Those tenants who were most positive about moving were less involved in the consultation or less vocal. Indeed, a number of tenants had already moved from the schemes prior to the formal consultation process beginning. Officers have visited the people who moved early and can confirm that these moves have gone well and that residents are settled.
- 6.8 The tone of the consultation meetings at Kenton Court and Somerville were noticeably different. Tenants and relatives at Kenton Court were generally

open to engaging in discussion, and some were well acquainted with the Surrey Quays/New Cross area. The meetings at Somerville were generally more challenging towards the premise of closing either the service or the buildings. Almost all of the written submissions received were received from the families or representatives of the four Somerville tenants who did not wish to engage in discussions about potential moves without a definitive decision from the Council. The issues raised, though, were reflected to different degrees in both meetings.

- 6.9 The Healthwatch report mostly details some of the same concerns that were raised and that are described in this report.
- 6.10 It is understandable in the circumstances that some residents would have preferred the status quo to remain. That said, approximately two thirds of the original 31 people have moved, or are actively in the process of moving, voluntarily to other services. The Council, as agreed in December 2013, has offered home loss compensation payments to affected tenants.
- 6.11 Four tenants have indicated an interest in alternative accommodation but that they wish to await a Mayoral decision before making their own decision whether to accept accommodation they have been offered. Four tenants have not engaged with officers regarding consideration of alternative housing and support options.

Housing and Social Care Consultation – general issues about the process

- 6.12 While the social care consultation on the closure of the extra care service at Kenton Court and Somerville and the housing consultation on alternative housing uses for the sites were separate consultations, for the tenants and their families they were effectively the same. Therefore, issues relating to both were raised and responded to, across at all meetings. The following tables sets out a summary of issues raised relating to the consultation process itself.

Theme	Comment	Officer Response
Timescale	The process of consultation was unnecessarily protracted	Officers recognise that the process of consultation has been lengthy. However, the timescale reflects the process that had to be undertaken to make the recommendation to the Mayor, and then the statutory formal consultation process required to inform the decision making process.
	People were unnecessarily made to worry as a result of this	Officers have tried to be as reassuring as possible during the process of the formal and informal consultation. Extra care staff have been available to support people during the process, and a housing officer has also been available to assist people with queries.
Legitimacy	Officers had no right to be talking to tenants without a decision having been made by the Mayor	The Mayor asked officers in both December 2013 and June 2014 to discuss with tenants the impact of the closure of the building and the extra care service.

Theme	Comment	Officer Response
Impact	The lack of clarity about what's happening and the length of time this has gone on has made people ill. They will become ill if they move.	Officers recognise that discussion about any change is difficult and anxiety provoking. Officers also recognise that the total period of informal and formal consultation has taken a significant period of time. However, this is of the imperative to be transparent about what might happen. There is no evidence that people who have moved to Cinnamon and Cedar have become ill as a result of moving, and when officers have visited people who have moved, they have stated that they are happy with their new home.
Approach	Officers have harassed, intimidated, bribed and bullied people into moving, particularly with the letter that threatened eviction.	Officers understand that the letter regarding the housing consultation is upsetting, but this is standard legal wording. The homes loss payments are similarly standard in this situation. Generally, officers have sought to offer people opportunities to discuss options. Officers refute that council staff from either the housing or social care teams have bullied tenants. However, it is important that people have an appropriate level of detail to understand the implications of what the Mayor may agree
	The Council did not send letters to tenants' families, only to tenants themselves.	Most of the tenants in extra care housing have capacity to decide who they want to involve in discussions. Families were invited to attend social care reviews assessments in the first quarter of 2014. Officers recognise though that it would have been courteous to have also advised families directly during the formal consultation process unless explicitly asked not to by tenants. That said, families who have wanted to be involved have been involved either through the formal meetings or in discussion with officers outside of the meetings.
	Tenants have not had enough information. When we asked for information we have not got it quickly enough	Officers have sought to give information as it has been requested. An officer from housing has been readily available and maintained contact with those tenants and families who want to talk to her since December 2013. Staff who work at the scheme have also been available as sources of information. Healthwatch have also been available to ask for information on behalf of tenants and families.
Choice	The maps of alternative places to consider that were set up at Kenton and Somerville were misleading as there were very few options in reality	The Council sought to identify the range of opportunities available as early as possible following the December 2013 Mayor & Cabinet. The assessed needs of existing tenants crossed a range of services not all of which were appropriate to all tenants.

Consultation (Social Care) on proposals to close the extra care service at Somerville and Kenton Court

Theme	Comment	Officer Response
Staff	What is happening about the staff?	There are separate discussions with staff about the potential impact of a decision to close Kenton and Somerville.
Amenities	People do not want to move from here. They have been registered with GPs for 16 years. They know the shops and the area.	Officers recognise that this is an issue for tenants. Where possible, we will support people to remain near to families. Officers will ensure that there is specific support available to familiarise people to a new locality and ensure that they are linked into new communities and services.
Registration	Registration of the extra care service has been allowed to lapse to facilitate closure of the scheme	Changes to CQC rules required the Council to deregister as Lewisham Social Care and reregister as Lewisham Council. The new registration is not yet in place. The manager has had her interview with CQC. This has been an issue with the CQC process and the Council have been trying to complete this process for 8 months. The registration of the manager has been underway for some time.
Conrad Court	Staffing may be insufficient as based on one staff member to 15 residents	This is the core staff team i.e. there will be a minimum of 4 staff in the building at any time. Other staff will be available in line with individual assessed need at peak times.
	Staff would not be able to evacuate all residents in case of fire	As with Kenton & Somerville, a 'staying put' policy applies and the building is constructed accordingly. In response to a specific question there is not a sprinkler system installed. However, the London Fire Brigade has confirmed that Conrad Court meets the required standard.
	The way meals are provided will be disorientating for residents.	Care packages will include particular assistance with meals or diet if this is required.
	There is only one bathroom at Conrad Court. There are more bathrooms at Kenton and Somerville.	Everyone at Conrad Court has their own walk in shower room in their flat. Flats at Kenton and Somerville only have individual WCs. The bathroom in the spa area at Conrad Court is for people requiring assisted bathing or who would prefer a bath to a shower.
	Conrad Court is not registered	Notting Hill is a registered provider with CQC. When the building opens for extra care, NHHT will register the specific address with CQC. The manager of the service is already a registered manager
Capacity	Are there enough flats for everybody at Kenton and Somerville if they needed to move?	There are sufficient flats at Conrad Cedar and Cinnamon Courts for people assessed as needing extra care services.

6.13 A full chronology of correspondence received during the consultation periods is attached as Appendix C. A copy of the formal consultation letter sent to residents in September forms Appendix B. A pack which contains copies of all letters and other related documents, including the chronology of the consultation the predated the June 2014 decision and that was included in the June report, has been collated and is available on request.

7 The process of formal consultation on proposals to close the housing schemes at Somerville and Kenton Court

7.1 The letter that initiated the Housing consultation process forms Appendix B. Issues raised that were specific to housing are set out below.

Theme	Comment	Officer Response
Buildings	Can rooms be extended over current grassed area?	Re-modelling options are relatively costly and would still involve disruption, and probably a need to move, for tenants.
	Showers can be installed in flats	Showers could not be installed to any acceptable standard for extra care purposes – there is not the space to do so.
	Is there no possibility of keeping one of the services open	The homes are not fit for purpose for the delivery of extra care services, and refurbishing either site to meet the standards is not financially feasible.
	Could people move back to the new flats being built on the site?	The new flats will not be for an extra care scheme. Should people wish, they could apply for one of the new flats on the site through the Council's choice based lettings scheme. Their care package requirements would be independently assessed at that time separately from the housing preference.
Tenancy & rent	Tenants currently have a secure tenancy. They will not have that in a different service	Tenants who move to new schemes will have Assured Tenancies which offer the same security as a Council tenancy. Assured tenancy is merely the name of a Housing Association secure tenancy
	The cost of rent in other schemes is much more than at Kenton and Somerville	Whilst higher, the rents and service charges at Cinnamon, Cedar and Conrad are all within affordable rent levels and can be met by housing benefit, and within the rent setting rules set by the Homes and Communities Agency for Housing Associations.
Timescale	How long after the decision would people have to move	Officers would continue to talk individually to everyone. We would try to help everyone move to a place of their choice as soon as possible. However, buildings cannot remain open indefinitely, not least for safety reasons and if necessary the Council will issue possession orders.

8 Outcomes of Consultation with staff on proposals to close the service

8.1 Seven Lewisham Council employees who work in Kenton Court and Somerville are affected by this decision. In line with good employment practice, management undertook a formal consultation process with those staff to discuss the potential both for TUPE should it apply and redundancy/redeployment should it not. Should the Mayor agree to close the extra service there will be further formal consultation with staff.

9 Views of Healthier Communities Select Committee and Housing Select Committee

9.1 An update on this process was provided for the Healthier Communities Select Committee on 21 October 2014. This took place three days after the close of the consultation period and, as such, it was not possible for the results of that consultation to be made available for committee. Councillors were however still able to raise questions about the process, the views and preferences that had been expressed by residents and the suitability of the alternatives available to residents. Officers were able to answer these questions on the night.

9.2 In addition the Housing Select Committee (HSC) received and reviewed a draft of this report in advance of the Mayor and Cabinet meeting. The scheduling of meetings and dispatch dates – Housing Select Committee met on 11 November, the day before this report is considered - means that it has not been possible to incorporate the comments of HSC into this report, and instead those comments will be provided as an addendum at the meeting as necessary.

10 Next steps

10.1 Should the Mayor agree to close the directly managed extra care service at Kenton and Somerville, and close the buildings, officers will continue to work throughout November and December with those ten tenants who are already actively engaged in the process of considering moves and will also seek to positively engage those eight tenants who have hitherto been unwilling to discuss alternative housing and support options. Social work will also update assessments, and the remaining tenants will be offered the opportunity to have an independent advocate, even where a formal IMCA is not required because of lack of capacity.

10.2 A snapshot of the care needs of tenants who remain users of the extra care service at Kenton Court and Somerville at the point of decision in November will inform the planning for service design to ensure that the needs of remaining tenants can be met safely during the period of closure. This service plan will be reviewed as the remaining tenants move on and the number of people living at Kenton Court and Somerville continues to decrease. The service will be redesigned to reflect a number of individual packages to release money from the service.

10.3 Notices of Seeking Possession (NoSPs) can be issued to remaining tenants as a last resort and in order to protect the Council's interests. The purpose of a NoSP is that it allows the Council to subsequently issue possession proceedings. A reasonable offer of alternative accommodation has to be made and held open for possession proceedings to go ahead. The issuing of a NoSP

does not automatically lead to issuing possession proceedings through the Courts.

- 10.4 In the event that issuing NoSPs becomes unavoidable officers will issue them personally, and sensitively, and will ensure that they have advised residents and their representatives previously about their purpose.
- 10.5 There is the prospect that some tenants' re-housing may take longer than others. Kenton Court in particular is likely to have only one or two tenants by Christmas. Therefore, specific consideration has to be given to minimising any safeguarding issues that could arise through the closure period. Officers will pay particular attention to ensuring that the premises are made secure, and the remaining tenants safely supported, particularly once there are only a few tenants left. There will always be overnight support in a building where there are tenants present. There will be ongoing management support to the extra care service, particularly at Kenton where the wider in-house provider service has its office base, and staff will ensure that there is active engagement with remaining tenants at least once a day to ensure that they feel supported and can proactively share any concerns they may have.
- 10.6 Management will also continue to consult with the affected seven staff about the impact of the decision on their position.

11 Financial Implications

- 11.1 This report recommends the closure of Kenton Court and Somerville, the Council's directly managed Extra Care Service. The current cost of this service, met from the Community Services budget, is £419K.
- 11.2 The Council is developing alternative extra care provision elsewhere in the borough, initially at Conrad Court in Deptford. This new provision is expected to reduce overall spend on adult social care in two ways : by providing an alternative to residential care, allowing service users who would otherwise have required residential provision to remain in the own homes and by reducing the cost of care required for service users who do not require residential care. The full financial implications of the Conrad Court development were set out in the award of contract report to Mayor and Cabinet (Contracts) on 15 January 2014 when a potential full year saving of £354K on adult social care budgets was identified.
- 11.3 The closure of these two buildings will result in lost rental and service charge income to the HRA, however this will be partly off-set against management, Repairs and maintenance and capital investment cost requirements. The net loss to the HRA has been assessed to be in the region of £100k.
- 11.4 Efficiency and other savings to off-set the potential loss in revenue income for the HRA will form part of the HRA budget strategy and be allowed for within the HRA Business plan for 2015/16 and future years.
- 11.5 Any home loss compensation payments for which tenants at Kenton Court and Somerville may be eligible for have been previously agreed by the Mayor to be

met from the Housing Revenue Account. This will be accommodated from existing budgets.

- 11.6 The cost of securing the buildings will be met by the HRA repairs and maintenance budget managed by Lewisham Homes under the terms and conditions of their existing agreement with the Council.
- 11.7 Any legal costs associated with the serving of Notices of Seeking Possession (NoSPs) will be met by the Council from the Housing Revenue Account.

12 Legal Implications

- 12.1 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 this matter, the Council must consider representations from secure tenants arising from the consultation. Such consultation must therefore be up to date and relate to the proposals in question. This report sets out the formal consultation that has been carried out with residents in the schemes and asks the Mayor to consider the representations that have been made, having regard to the other matters set out in this report.
- 12.2 The National Assistance Act 1948 places both duties and powers upon local authorities to assess the needs of, and provide services to support such needs including residential accommodation, people aged 18 years and over who because of their disability are in need of care and attention not otherwise available to them. Section 6 of this report summarises the outcomes of the social care consultation and review process for the services delivered at Kenton Court and Somerville.
- 12.3 In changing or altering services provided under Social Care legislation, each individuals' needs for services must be individually reassessed before changing the services or the manner of delivery. In addition, in making proposals for service changes overall, there must be a proper and meaningful consultation with service users, their families and any other stakeholders to enable and facilitate clear understanding of the proposals and enable all stakeholders to express their views effectively.
- 12.4 Section 84 of the 1985 Act provides that the Court shall not make a possession order of a property let on a secure tenancy other than on one of the grounds set out in Schedule 2 to the Act, the relevant ground in this case being ground 10. Ground 10 applies where the local authority intends to demolish the dwelling house or to carry out work on the land and cannot reasonably do so without obtaining possession. The demolition works must be carried out within a reasonable time of obtaining possession. Where the Council obtains possession against a secure tenant it is required to provide suitable alternative

accommodation to the tenant. This is defined in the 1985 Act and requires consideration of the nature of the accommodation, distance from the tenants' family's places of work and schools, distance from other dependant members of the family, the needs of the tenant and family and the terms on which the accommodation is available.

- 12.5 The decision relating to the options for future service delivery, including whether any service should be externalised, where the value of the service is at least £500,000 per annum, is reserved for members in accordance with the Mayoral Scheme of Delegation.
- 12.6 In the event that the Mayor agrees to transfer the direct management of extra care services from Kenton Court and Somerville, the Council will transfer its service responsibility to Conrad Court managed by the Notting Hill Housing Group. TUPE is likely to apply to the relevant Council employees. Appropriate consultation with staff and their trade unions will take place in line with the Council's TUPE transfer guidance and statutory requirements.
- 12.7 Since 2007, local authorities in England have been required by a direction made by the Secretary of State for Communities and Local Government to include provision for pension protection in outsourcing agreements. Notting Hill Housing Group would be required to provide to the transferring employees a pension scheme which is the same as, or counts as being broadly comparable to or better than those the employee has, or had a right to acquire, as an employee of the Council. Or seek Admitted Body status to the Council's scheme.
- 12.8 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.

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

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/>

12.12 The Human Rights Act 1998 effectively incorporates the European Convention on Human Rights into UK law and requires all public authorities to have regard to Convention Rights. In making decisions Members therefore need to have regard to the Convention.

12.13 The rights that are of particular significance to the Mayor’s decision in this matter are those contained in Articles 8 (right to home life) and Article 1 of Protocol 1 (peaceful enjoyment of possessions).

12.14 Article 8 provides that there should be no interference with the existence of the right except in accordance with the law and, as necessary in a democratic society in the interest of the economic well-being of the country, protection of health and the protection of the rights and freedoms of others. Article 1 of the 1st Protocol provides that no-one shall be deprived of their possessions except in the public interest and subject to the conditions provided for by law although it is qualified to the effect that it should not in any way impair the right of a state to enforce such laws as it deems necessary to control the uses of property in accordance with the general interest.

12.15 In determining the level of permissible interference with enjoyment the courts have held that any interference must achieve a fair balance between the general interests of the community and the protection of the rights of individuals. There must be reasonable proportionality between the means

employed and the aim pursued. The availability of an effective remedy and compensation to affected persons is relevant in assessing whether a fair balance has been struck.

- 12.16 Therefore, in reaching his decision, the Mayor needs to consider the extent to which the decision may impact upon the Human Rights of residents and to balance these against the overall benefits which it is considered will arise if the recommendations in this report are agreed. The Mayor will wish to be satisfied that interference with the rights under Article 8 and Article 1 of Protocol 1 is justified in all the circumstances and that a fair balance would be struck in the present case between the protection of the rights of individuals and the public interest.
- 12.17 It is relevant to the consideration of this issue, that should the recommendations be agreed, all displaced tenants will continue to be offered re-housing as set out in this report and will be entitled to home loss and disturbance payments.

12. Crime and disorder implications

There are no specific crime and disorder implications arising from this report. The buildings at Kenton Court and Somerville will be made secure once empty to avoid the risk of squatting and similar.

13. Equalities Implications

- 13.1 The buildings at Kenton Court and Somerville owned by the Council and used for the delivery of its directly managed extra care service have been acknowledged as not meeting the standards required of modern housing for older people. This report recommends closing the Council's directly managed extra care service in addition to the closure of the existing buildings.
- 13.2 An Equalities Assessment Analysis (EAA) was undertaken in June 2014 collating information for the then 26 tenants at the schemes and also the staff who would be the subject of the closure proposals. This is attached as Appendix E. Given the fact that tenants are moving from the properties at present, a final EAA will be provided for Mayor & Cabinet to consider on the night of the meeting, and this will contain an assessment of the implications for the tenants who are known to be resident in the schemes as close to the time of the decision as possible. The EAA of June 2014 highlighted that there were more men who would be affected than women, that the majority of tenants were white British, that the most common religion was Christianity, and that seven tenants were aged 64 or under, one was older than 95 years old, and approximately one third of the tenants were aged between 75 and 84.
- 13.3 The EAA noted the potential impact of the consultation and proposed that letters should be read to tenants and that meetings should be held in accessible locations. It also recognised the potential impact of the implementation of proposals to close the extra care service and the existing buildings are likely to have short term negative impact on the equalities groups which are represented at Somerville and Kenton Court, namely older people, people with disabilities and people from Black and Caribbean backgrounds.

The negative impact which may arise to these groups would most likely be associated with the disruption involved in re-housing. A number of actions to mitigate the impact were identified

- 13.4 Eleven tenants have moved voluntarily to alternative services which they have chosen since the period of informal consultation began in December 2013. Where moves have taken place, these moves have been to better quality provision which better meets the identified needs of the tenant.
- 13.5 Should the Mayor approve the closure of the extra care service and the buildings, Independent Mental Capacity Advocates (IMCAs) will be appointed where residents do not have capacity for making informed choices.
- 13.6 The development of new and modern extra care services which support people remaining in their own homes for longer through reduced social isolation, increased use of assistive technology, ready access to care and support services and families staying together for longer means that the closure of the Council's directly managed extra care service and the Kenton Court and Somerville buildings will not be a detriment to older adults in the borough not yet requiring extra care. There is likely to be a longer term positive impact for older people resulting from the proposed changes, if they are implemented.
- 13.7 Furthermore, proposals to develop alternative housing provision at the Somerville and Kenton Court Sites will provide an opportunity for the Council to deliver housing to more people from the Council's waiting list and will have a long-term positive impact on the equalities groups represented within this population.
- 13.8 Seven staff are potentially affected by the transfer of the Council's directly managed extra care service. The majority of staff are older women. Over half are black. Specific equalities implications will be addressed as part of the formal consultation process.

14 Environmental Implications

- 14.1 There are no specific environmental implications arising out of this report.

15. Background documents and originator

Short Title of Document	Date	Location	Contact
Future of Housing	18 January 2012	Available at this link	Jeff Endean 020 8314 6213
"Housing Matters": New investment and delivery approaches	11 July 2012	Available at this link	Jeff Endean 020 8314 6213
Housing Matters	16 January 2013	Available at this link	Jeff Endean 020 8314 6213
Housing Matters Programme Update	4 December 2013	Available at this link	Jeff Endean 020 8314 6213

Short Title of Document	Date	Location	Contact
The Council's Extra Care Service at Kenton Court and Somerville	25 June 2014	Available at this link	Jeff Endean 020 8314 6213

- 15.1 If you would like any further information on this report please contact Genevieve Macklin, Head of Housing at Genevieve.macklin@lewisham.gov.uk or on 020 8314 6057 or Joan Hutton, Head of Adult Social Care at joan.hutton@lewisham.gov.uk or on 020 8314 8364.

Appendix A: Initial letter which commenced the consultation



Tenant Name Genevieve Macklin (Housing)
Tenant Address Joan Hutton (Adult Social Care)
Laurence House
Catford Road
London SE6 4RU

17th July 2014

Dear (Tenant name)

In December the Council started to talk to you and other tenants at Kenton Court about your current housing and care needs. This was because it was found that the building at Kenton Court doesn't meet the standards which the Council needs for extra care housing, and other plans for the actual buildings will have to be made.

Following the initial drop-in meeting which was held at Kenton Court in December, you will have met with a member of the Adult Social Care reviewing team. The purpose of this meeting was to assess and review your care needs, and to speak to you about alternative housing and support options available.

You may also have met with a member of the Housing Team to talk about some of those options, and to explain the financial and practical support which would be available if you chose to move to an alternative property on a voluntary basis. Some people have now chosen to move from Kenton Court, and the Council believes that there is suitable alternative housing and care available elsewhere in the borough to meet people's needs.

The Council would now like to start a formal consultation with tenants about:

- **proposals to close the social care service provided at Kenton Court and Somerville**
- **proposals to re-develop or reconfigure the building at Kenton Court to provide a different type of housing**

NB: Please note that the latter will be pursuant to section 105 of the Housing Act, and that proposals will be developed and shared in due course with tenants.

The consultation will last from now until **Friday 10th October** at 12pm. There will be a number of ways to have your views heard:

- Drop-in meetings at the scheme – on **Wednesday 30th July at 6pm-7pm** and **Wednesday 6th August at 3pm-4pm**

If you aren't available at these times then please let us know and we can arrange an alternative time to meet with you.

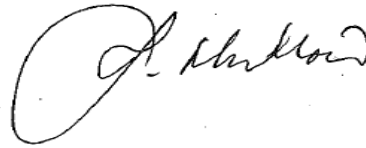
- Letter – Addressed to: **Kenton Court Consultation, C/O Laura Harper, Housing Strategy, 3rd Floor Laurence House, Catford, SE6 4RU**
- E-mail – **extracareconsultation@lewisham.gov.uk**
- Telephone - **020 8314 6096**

We understand that this may be a time of some anxiety for you as a tenant and the Council will be appointing an independent advocate to act on your behalf. We will write to you with details of who this person is in due course.

Yours Faithfully,



Genevieve Macklin
(Head of Housing)



Joan Hutton
(Interim Head of Adult Assessment
and Care Management)



Genevieve Macklin
Head of Strategic Housing
5th Floor, Laurence House
Catford
London SE6 4RU
direct line 020 8314 6057
Genevieve.macklin@lewisham.gov.uk
18 September 2014
our reference
your reference

Dear Tenant,

FORMAL CONSULTATION

**PLEASE READ THIS LETTER CAREFULLY: IT
CONCERNS THE FUTURE OF KENTON COURT AND
HOW YOU CAN GIVE US YOUR VIEWS ABOUT THE
COUNCIL'S PROPOSALS**

As you know, the Council has been consulting with you about its long term plans for the future of the Kenton Court Extra Care housing schemes.

The Council has agreed a new standard for Extra Care housing to ensure that residents are able to benefit from modern homes with modern facilities, are able to maintain their independence at home for as long as possible, and are able to have their care needs met comfortably within their own homes.

It is the Council's belief that the extra care scheme at Kenton Court does not meet the modern standards that residents can expect for this type of housing. In particular this is because the size of the homes at Kenton Court means that they are not suitable for supporting residents with high levels of care or mobility needs, and because it is not appropriate for residents to share communal bathrooms rather than have individual en-suite bathrooms within their homes.

The Council has already met with residents to discuss (1) its plans to redevelop or reconfigure the building at Kenton Court to provide a different type of housing and (2) its proposals to close the extra care service it provides at Kenton Court.

This letter is about the housing consultation process, and it tells you:

1. about the proposals to redevelop and reconfigure the building
2. what different options you will have for your housing
3. what support you will get if you move
4. what will happen if you don't want to move
5. who you can talk to about these proposals.

This letter is a formal consultation under Section 105 of the Housing Act 1985 and is within the arrangements which the Council maintains for this purpose.

Why is the Council considering these changes?

It is the Council's belief that the extra care scheme at Kenton Court does not meet the modern standards it expects to be able to provide for its residents. We have established that it is not feasible to remodel the existing building for extra care and in particular, the lack of individual en-suite bathrooms to the bedsit units is not appropriate. In addition, the size of the bedsits means they are not suitable for supporting people with high levels of care or mobility needs.

When do you need to tell us your views on these proposals?

The consultation will last from now until **Thursday 16 October at 12 noon**. All representations received by this date will be considered at a meeting of the Mayor and Cabinet of the Council before a decision is made whether or not to implement these proposals. This meeting will take place on Wednesday 12 November 2014.

A response form and stamped addressed envelope are attached. Please also find attached a summary of questions and answers from the earlier consultation drop-ins sessions that have taken place with residents.

If you have any particular individual concerns which you would like to discuss or if there is anything in this letter you do not understand, please talk to the staff at Kenton Court or Dave Shiress in Housing Team at the Council on 020 8314 6096 or email dave.shiress@lewisham.gov.uk

Yours sincerely



Genevieve Macklin
Head of Strategic Housing

1. What is the Council proposing to do with Kenton Court?

The Council is developing plans to provide up to 30 new homes for people in housing need on the site of the current Kenton Court extra care scheme. If the development proposals proceed, then the building will either be demolished and redeveloped or reconfigured for alternative housing use.

2. What different options will I have for my housing?

Throughout the process the Council's aim is to reach agreement with every resident about their re-housing needs.

A Housing Officer will meet with you to discuss what housing options are available to you based on your social care needs assessment. Social workers will also continue to review your social care needs at Kenton Court and also what support you would need in the event of a move. You can invite friends or family members to this meeting if you wish.

The options available to you for re-housing depend on your assessed care needs. Many people currently living in Kenton Court have been assessed as requiring extra care accommodation. There are currently three extra care housing schemes in Lewisham where people can move to:

- Cedar Court, run by Housing 21, 40 flats in Grove Park
- Cinnamon Court, run by Housing 21, 40 flats in Deptford
- Conrad Court, run by Notting Hill Housing, 78 flats in Surrey Quays

If you have not been assessed as needing extra care housing, you would still be able to choose to move to Conrad Court, but not Cedar or Cinnamon Court. You would also have the option of one of our sheltered housing schemes. The Housing Officer will be able to give you further information on these.

After the meeting with the Housing Officer and/or social worker, we will work closely with you and your family to help you decide what you want to do. Sara Caton (one of the Housing Officers) can arrange further meetings if that would be helpful, and can also help you to visit the extra care schemes to help you make up your mind.

When you have decided where you would like to move, then you will need to fill out an application form which Sara Caton or the social care staff can help with. When you have made your housing application, the housing and care provider will arrange to meet you and talk about the support you may need in your new home based on the support plan that your social worker has assessed you to need. You can invite a family member or friend to these meetings.

3. What support would I get if I move?

The housing provider would make a formal offer of a tenancy and you would agree a date for your move. Sara Caton and Christine Murphy (another Housing officer) would be able to help with practical support for your move if it was needed such as:

- organising for your belongings to be packed and moved
- stopping any utilities and services at your current property
- arranging the purchase of new furniture for your new property.

They will also arrange for the home loss payment (currently £4,700 minus any rent arrears) and disturbance payments (to cover the cost of moving) to be paid to you when you move.

What if I don't want to move?

As we have said, throughout the process the Council's aim is to reach agreement with every resident about their re-housing needs. However, if the proposals are agreed by Mayor and Cabinet, and together we cannot reach agreement on your re-housing, the Council may have to seek a court order to take possession of your home. The ground on which the Council may seek such an order would be that the Council intends, within a reasonable amount of time of obtaining possession to demolish or reconstruct the building at Kenton Court, and cannot reasonably do so without obtaining possession of your home.

(This is governed by the following provisions of the Housing Act 1985: Section 84, Ground 10 Part II of Schedule 2). If the Court made a possession order, the effect of it would be that you would be required to leave your home. The Court would not make such an order for possession unless it is satisfied that suitable alternative accommodation has been offered and will be available for the tenant when the possession order takes effect.

It would be for the Court to decide, if necessary, whether the offer of accommodation which had been made was reasonably suitable to the tenant's needs. In deciding whether the accommodation is reasonably suitable to the needs of the tenant(s), the Court would have regard to consider the criteria set out in Part IV of Schedule 2 to the Housing Act 1985 which includes:

- the nature of the accommodation which it is the Council's practice to allocate to persons with similar needs
- its distance from the place of work of the tenant(s)
- its distance from the home of any other members of the tenant's family if proximity is essential to the wellbeing of that family member (for example because of care needs);
- the tenant's means and accommodation needs;
- the terms (including rent) on which the accommodation is available.

Whether you are re-housed by agreement or following a possession order by the Court you will, so long as you remain a secure or introductory tenant and have been resident in your current home for one year, you will, as stated above, be entitled to a home loss payment (currently £4,700 less any rent arrears). You will also be entitled to disturbance payments to cover removal expenses and certain other costs.

All the decant arrangements set out in this letter are subject to these proposals being approved by the Council's Mayor and Cabinet.

4. Who can I talk to about these proposals?

We understand this may be a worrying time for you and we want to hear from you if you have particular concerns you would like to discuss or if there is anything in this letter that you do not understand. You can speak to:

- Staff at Kenton Court or
- Dave Shiress in the Housing Team at the Council or

- Miriam or Jade at Healthwatch.

There are a number of ways to make your views known:

- Drop-in meetings at the scheme: Monday 22 September 2014 from 14.00–05.00
- Drop-in meeting for family/relatives: Thursday 25 September 2014 18:00 – 19:00 at Somerville Extra Care Scheme, 2-27 Wellington Close, New Cross, London SE14 5NA
- By letter addressed to: Kenton Court consultation, c/o Dave Shiress, Housing Strategy, 3rd floor, Laurence House, Catford SE6 4RU (a stamped addressed envelope and feedback form are enclosed)
- Email: extracareconsultation@lewisham.gov.uk
- Telephone: 020 8314 6096
- Contact Miriam or Jade at Healthwatch (020 7998 7796) who are acting as independent advocates for this consultation:
Miriam@healthwatchlewisham.co.uk or jade@healthwatchlewisham.co.uk

We need to know your views by **Thursday 16 October 2014** to ensure all comments and representations are ready for the Mayor and Cabinet to discuss at their meeting on Wednesday 12 November 2014.

:

Appendix C: chronology of consultation

Oct 28th

Report from Healthwatch received.

Oct 16th

Official closing date for housing consultation. Only 2 written responses using the pro forma provided with the consultation letter of Sept 16th have been received, but residents have had other opportunities to make their views known to Council officers and to representatives of Healthwatch.

Dave Shiress (Housing Strategy) visits Somerville and talks to 7 tenants, mostly with Miriam Long from Health Watch.

- 1 resident has signed up for Conrad Court and is enthusiastic about it.
- 1 resident is interested in Conrad Court but does not know what has become of his application. His daughter is interested in seeing Conrad Court for herself. Health Watch see this tenant and his daughter separately and claim that the tenant has said he is moving under duress having been intimidated by the Council.
- 2 residents do not want to leave Somerville Court and felt that alternative options did not meet their needs.
- 3 residents express a preference for staying but were OK about 'moving if they had to'. All 3, one in particular, struggled to articulate their views. A consultation feedback form is completed by Healthwatch on behalf of one – this includes "don't understand options" and "would rather stay here".

An email from the next of kin of **Somerville Resident C**, who was not seen as part of the visit, describes how the tenant benefits from the existing service and does not want to move since he feels that any alternative provision will leave him isolated from his support networks. The email asserts that residents have found the prospect of having to move "harrowing" and that residents have felt "pressurised".

A petition at Somerville is headed for "the attention of Lewisham Housing" and "we the undersigned wish to make it known that all the listed clients do not wish to move from Somerville Sheltered Housing". This has been signed by 11 residents and one doctor. Two of the residents have since died and one has moved to Conrad Court. The signatories include **Somerville Residents A, B, C and D**.

Oct 14th

Dave Shiress (Housing Strategy) visits Kenton. 5 residents and one relative meet along with Jade from Health Watch.

- 1 resident has signed up for Conrad Court and is enthusiastic about it.
- 1 resident is waiting for sheltered housing, would prefer to have her own bathroom but still finds prospect of having to move unsettling.
- 1 resident is prepared to look again at Housing 21 provision but struggles to articulate his views.
- 1 resident sits in briefly but his relative seeks feedback about availability of suitable accommodation in Bromley and clarification about facilities at Cedar Court.

- 1 is waiting to hear back from Conrad Court.

Residents all need some clarification about next steps. There is anxiety about moving but no particular resistance or objection.

Oct 13th

Letter received from hospital consultant about **Somerville Resident B** stating “plans to re-house him in a facility that has a far lower level of supervision and support may pose a significant risk to his health”.

Sept 26th

Consultation response from resident of Somerville who was moving to Conrad Court, stating that ‘compensation’ was low considering “life has been completely disrupted”.

Sept 25th

Consultation meeting at Somerville attended by officers from both Housing and Social Care, also Health Watch, and 6 residents and 2 relatives. Comments and questions were initiated by the relatives, not the residents.

Sept 23rd

Consultation meeting at Somerville attended by officers from both Housing and Social Care, also Healthwatch, and 2 residents and 1 relatives. Issues raised related to the personal circumstances of those who attended.

Sept 18th

A letter headed ‘Formal Consultation’ from Genevieve Macklin was sent to all tenants at Kenton Court and Somerville. This invited responses and comments by October 16th. An attached information sheet gave further information on:

1. What is the Council proposing to do with Kenton Court?
2. What different options will I have for my housing?
3. What support would I get if I move?
4. What if I don’t want to move?
5. Who can I talk to about these proposals?

Aug 31st

Letter to Mayor from relative of **Somerville Resident A** complaining about the process adopted by officers and asking for the scheme to be retained. (Genevieve Macklin responded on Oct 1st).

Aug 4th

Letter to Mayor from relative of **Somerville Resident B** complaining about the process adopted, outlining reasons why Somerville is considered a more suitable environment than Conrad Court and asking for the scheme to be retained.

Aug 1st

Letter to Karen Crane from Queens Road GP practice advising that Somerville residents are “currently in an environment they are familiar with and putting them in an unfamiliar environment may be detrimental to their health”.

28th, 30th and 31st July and 6th Aug

Drop in sessions at schemes at which officers met with residents and relatives and at which Health Watch representatives were present. 30 queries were summarised and answers provided.

July

Healthwatch are selected to act as advocate for tenants of Kenton Court and Somerville

17th July

Genevieve Macklin and Joan Hutton jointly write to all residents informing them that the Council would like to commence formal consultation about:

- proposals to close the social care service provided at Kenton Court and Somerville
- proposals to re-develop or reconfigure the building at Somerville to provide a different type of housing

The letter informs residents about the planned introduction of an advocacy service and about drop in sessions.

9th and 25th June

Emails to the Mayor from Next of Kin of **Somerville Resident C** requesting that Mayor and Cabinet take account of the views of residents and their relatives.

13th Feb

Enquiry about **Somerville Resident D** from Joan Ruddock MP. (Aileen Buckton responded on March 12th)

6th Feb

Letter to Mayor from relative of **Somerville Resident A** complaining that written opinions of the Council in letter of Feb 4th about Somerville are “unacceptable”.

4th Feb

Response to relative of **Somerville Resident A** from Eisha Mahoney, advising that officers had informed residents places at Conrad Court were expected to be available from June, not that residents were expected to move by then.

24th Jan

Letter Mayor from relative of **Somerville Resident A** complaining that officers had advised residents that they would need to leave by June.

5th Dec 2013

Initial meetings with tenants. Officers outlined plans for social care assessments to be carried out in the New Year and for arrangements to assist and support residents to move to alternative accommodation on a voluntary basis.

27th Nov 2013

Genevieve Macklin and Joan Hutton jointly write to all residents informing them that schemes do not meet current day standards and requirements and that it is being recommended to the Mayor on Dec 4th that officers discuss housing and care needs and options.

Appendix D: HealthWatch Report



Somerville and Kenton Court

Equalities Analysis Assessment

Introduction

The Mayor identified a review of housing for older people as a key priority of the Housing Matters Programme in July 2012.

Somerville and Kenton Court Extra Care Schemes were identified as being no longer fit for the purposes of delivering an extra care service, and agreed on 4th December 2013 for officers to consult with tenants to establish their housing and care needs.

Following a period of informal consultation with tenants the Mayor is now being asked to consider further recommendations which relate to these two schemes, namely to:

- Note the consultation which has taken place so far in line with the recommendation from the 4th December Housing Matters report
- note that individual social care assessments have been carried out for all tenants at both Kenton Court and Somerville extra care schemes, and the outcomes of these assessments.
- note that there is a range of alternative high quality housing, care and support available in the borough, that there are additional extra care schemes being developed and that five out of 31 tenants at Kenton Court and Somerville have taken up these alternative offers voluntarily already
- agree that officers may now formally consult with the tenants at Kenton Court and Somerville about the proposed transfer of the Council's directly managed extra care service to Notting Hill Housing Group at Conrad Court,
- note that should recommendation 2.4 be agreed officers will commence TUPE consultation with affected staff in the extra care service
- agree that officers should commence initial statutory section 105 consultation on the proposals to close the service provided at Kenton Court and Somerville and potentially close the buildings,
- agree that officers should commence feasibility studies on both sites to develop proposals for alternative uses which meet housing need in the borough, and that any further necessary consultation should be undertaken with existing tenants to enable Mayor and Cabinet to make a further decision on the future of the buildings in Autumn 2014.
- Agree that officers continue to facilitate voluntary decants of tenants who wish to move to other services

If these recommendations are agreed, then the following activities will be required between now and Autumn 2014:

1. Consultation with tenants and staff about the proposal to transfer the Council's directly-managed extra care service to Notting Hill Housing Group at Conrad court – including statutory consultation.
2. Support to enable people who wish to move to other services to do so.
3. Proposals for alternative uses for each site to be developed, and further consultation on these proposals to be undertaken.

The aim of this assessment is to check whether the proposals (and/or any part of their implementation) is likely to have a positive or negative impact on different groups within our diverse community. Furthermore, it will assess whether or not there are actions which may be

taken to **prevent** direct and indirect discrimination and **positively promote** harmonious community relations.

Management of the Equalities Analysis Assessment

The assessment was undertaken by Laura Harper, Housing, Health and Social Care Integration Project Manager, supported by Heather Hughes, Joint Commissioner.

Identification of the aims/objectives

The aim of the proposals to transfer the extra care service from the in-house service at Somerville and Kenton Court to the Notting Hill Housing Group scheme at Conrad Court is to ensure that Extra Care Housing in the borough is of a suitable quality to meet the needs and expectations of Lewisham's older people.

Scope/focus of the Equality Analysis Assessment and assessment of relevance

Proportionally the assessment needs to concentrate on areas with highest potential impact. Key issues for consideration include:-

- What would be the impact of the proposals if they are agreed? To existing tenants, staff, and the wider population.
- Do we have accurate profiles of our tenants and staff to inform our communication/consultation strategies for the proposals for the schemes?
- How do we ensure the immediate needs of tenants and staff are met during consultation on the proposals, and during the process of voluntary moves which is underway?

The scoping grids at appendix A look to determine, whether the proposals, consultation process and proposed project activity:

- could affect some groups in society differently?
- can/will promote equal opportunities?

Assessment of relevant tenant data and research

The key data needed for this Equalities Assessment is the profile of the current tenants of the Somerville and Kenton Court. As all tenants receive services from Adult Social Care, information from the Integrated Adult System (IAS) and local service data will be used. Lewisham Homes monitoring data from the Academy system is also available and is accessed before a housing officer visit, however, it is limited and inconsistent in quality, therefore it has not been used as the basis for this analysis.

As the project progresses, additional data will be gathered from responses to the Section 105 consultation, Social Care Consultation and the Housing interviews discussed in the consultation section below. Furthermore, anecdotal evidence will be collected on an 'ad hoc' through communication with residents and housing officers.

Tenant information available

Age

Age of tenants at Somerville from IAS

Age Band	Total
18-64	3
65-74	3
75-84	5
85-94	2
95+	1
Grand Total	14

Age of tenants at Kenton Court from IAS

Current Adult Age Band	Total
18-64	4
75-84	4
85-94	4
Grand Total	12

Key considerations/potential impacts:

All tenants at Somerville and Kenton Court are aged 55 and over, with the majority of tenants at both schemes aged 65 and over. 3 tenants at Somerville are aged 85 and over. 4 tenants at Kenton Court are aged 85 and over. Older people can be particularly anxious and vulnerable when proposals are made to change service delivery and/or housing and this should be taken into consideration throughout the formal consultation period.

The AIMs good practice guide: Moving on by Age UK has been used to form the basis of the Communications plan for consultation to date and to propose the next steps for consultation with tenants at Somerville and Kenton Court. Because of the nature of the scheme and the age group of existing tenants, it is likely that there will be a short-term negative impact to older people during the consultation period, as some people may experience anxiety about the proposals.

In order to mitigate any possible negative impact, whilst tenants are moving on a voluntary basis, and support is provided by the decant team who have a lot of experience working to re-house older tenants. Also, staff from the in-house service who are known to tenants are address any concerns and anxieties which tenants may have. Where it is the tenants wish, then family members or friends can also provide support to tenants, and have been invited to meetings.

Disability

Recorded Disability at Somerville from IAS

	Total
Disability Recorded	4
Disability not recorded	10
Grand Total	14

Where disability has been recorded, in two instances this is recorded as a visual impairment, in one instances a physical disability is recorded, and in a final instance, this is recorded as suspected Diogenes Syndrome.

In addition, the Service User Group Category from IAS can be used to build up a more comprehensive picture of residents levels of vulnerability.

Service User Group Category from IAS for Somerville tenants

Service User Group Category	Total
Frailty (Main)	9
Mental Health (Main)	2
Other Vulnerable People (Main)	1
Physical / Sensory Disability (Main)	2
Grand Total	14

Recorded Disability at Kenton Court from IAS

	Total
Disability Recorded	4
Disability not recorded	8
Grand Total	12

Where disability has been recorded, these have been listed as:

- Acquired brain injury
- Diabetes, Heart condition
- Alzheimer's
- Physical disability

Service User Group Category from IAS

Service User Group Category	Total
Dementia (Secondary Only)	1
Frailty (Main)	7
Other Vulnerable People (Main)	1
Physical / Sensory Disability (Main)	3
Grand Total	12

Key considerations/impacts:

Low numbers of tenants are recorded as having a disability on the IAS system. Local service data suggests that there may be higher levels of disability than those recorded on the IAS system. During the recent social care assessments and housing interviews, some additional information has been captured locally, to support with ongoing communications and moves.

Particular consideration will need to be given to meeting disabled tenants communication needs during the consultation process, and when supporting people to move (voluntarily at this stage). As part of the voluntary re-housing process, which is ongoing, tenants are asked about disability and any medical conditions which may impact on their housing requirements. This information is then taken into consideration by housing officers when identifying properties.

Gender reassignment

There is no data available on gender re-assignment for tenants at Somerville and Kenton Court Extra Care Schemes. However, when social care staff and/or housing officers visit tenants there are opportunities for them to disclose this information if they so choose to. In any eventuality, tenants should be referred to by the name and/or gender pronouns with which they identify themselves. Tenants should be offered additional support to engage in consultation and/or the voluntary move process if they require this.

Marriage and Civil Partnership

Marriage and civil partnership at Somerville

	Total
unmarried	5
married	2

divorced	1
unknown/not recorded	6
Grand Total	14

Marriage and civil partnership at Kenton Court

	Total
Cohabiting	1
Widowed	4
unmarried	1
married	3
divorced	3
unknown/not recorded	0
Grand Total	12

Key considerations/impacts:

The extra care service at Conrad Court will offer more spacious living accommodation than that which is available at either Somerville and Kenton Court, which will provide an opportunity for those tenants who are married or in a civil partnership to have more space. In some instances, the small unit size at Somerville and Kenton Court may have disincentivised some prospective tenants from considering the schemes. Overall the new build extra care provision will offer more opportunities for married people and those in civil partnerships and may have a positive impact to this group.

Race

Somerville

Ethnicity	Total	
Black African	2	14.29%
Black		14.29%
Caribbean	2	
White British	9	64.29%
White Irish	1	7.14%
Grand Total	14	100.00%

Kenton Court

Ethnicity	Total	
Black		
Caribbean	3	25.00%
White British	7	58.33%
White Irish	2	16.67%
Grand Total	12	100.00%

Key considerations/impacts:

Within both Somerville and Kenton Court, there is an overrepresentation of tenants who are Black Caribbean. There is an underrepresentation of all other BME groups, with the exception of Black African, which is overrepresented at Somerville. This analysis is based on current census data, which refers to the over 65 population, and not the over 55 population. There are 7 tenants in total across both schemes who are under 65, and therefore this may account for some of the discrepancies between the scheme demographics, as the under 65 population is much more ethnically diverse.

Religion or belief

Religion Somerville

Religion	Total
Christian	7

No Religion	3
Non Specific Belief	1
Not Recorded	3
Grand Total	14

Religion Kenton Court

Religion	Total
Christian	9
No Religion	2
Non Specific Belief	1
Grand Total	12

Key considerations/impacts:

The majority of tenants identified themselves as Christian across both services, approximately 50% at Somerville and 75% at Kenton Court. Other tenants identified themselves as having no religion or non-specific beliefs, or data on their religious beliefs was not recorded.

During the consultation process and the period of voluntary moves, religious beliefs should be taken into consideration. Similarly, where people have strong ties to their local religious communities, they should be supported to find accommodation and/or transport solutions which enable them to continue to practice their religious beliefs. It is not anticipated that there will be a negative impact as a result of the consultation nor any other activity to develop the proposals or move people on a voluntary basis.

Sex

Somerville Gender

	Total
Male	11
Female	3
Grand Total	14

Kenton Court Gender

	Total
Male	6
Female	6
Grand Total	12

Key considerations/impacts:

Approximately 22% of tenants at Somerville are female, which means that women are underrepresented at Somerville. When initial equalities analysis was undertaken for the Mayor and Cabinet Housing Matters report on the 4th December, it was noted that there was also an underrepresentation in females in Kenton Court. Due to recent voluntary moves there is now an even split between males and females at Kenton Court.

Anecdotal evidence suggests that male dominated schemes may be unpopular with prospective female tenants, who may perceive that they are not as safe for them. Because the extra care scheme at Conrad Court will meet modern standards, it is likely to attract wider interest from the over 55s population. LBL will work with Notting Hill Housing Group to ensure that there is a more even gender split in Conrad Court. This may, therefore, result in a positive long-term impact as the accommodation may be more accessible to women.

Sexual orientation

Somerville tenants
All not known/unrecorded

Kenton Court tenants
Majority not recorded. One recorded as heterosexual.

Key considerations/impacts:

There is a lack of data available on sexual orientation of tenants at Somerville and Kenton Court. Tenants should be offered additional support to engage in consultation and/or the voluntary move process if they require this. It is not anticipated that there will be any negative impact related to the Sexual Orientation protected characteristic as a result of the proposals.

Consultation & communication with tenants to date

Initial consultation with tenants

Letters to explain purpose of the 4th December Mayor and Cabinet Report were delivered and verbally explained to each tenant by an extra care service manager.

Two open meetings then took place (one in each location) to allow for a general question and answer session. Tenants and their families were invited to those meetings, 12 of 16 tenants attended at Somerville and 11 of 14 tenants attended at Kenton Court. A summary of the points raised at both was circulated to all tenants and their families whether they attended the meeting or not.

Housing Officers also attended informal 'afternoon teas' at each of the two premises.

A comments book was also placed at each location so that tenants and their families could independently record any 'ad hoc' comments, queries or concerns that they might want to raise.

Social care assessments

Following these consultation events, service management and social work staff also wrote individually to all tenants and subsequently made arrangements to meet formally with them and their family or advocate to undertake a care review. Reviews were undertaken between February and April 2014. Tenants were sent a copy of their individual reviews.

Tenants were given information about other Extra Care and Sheltered schemes in the borough and were advised of the new Extra Care schemes being developed in the borough, and in particular the first of these at Conrad Court available from July. Opportunities were given for supported visits to existing extra care services.

Housing interviews

Referrals to Housing have taken place where there has been an interest expressed in a move to alternative extra care provision or mainstream sheltered housing. Housing officers have now visited 10 tenants in Kenton Court (out of 14) and 7 tenants in Somerville (out of 17). During the visits, there is an opportunity for residents to discuss how they feel about a proposed move to alternative accommodation. During this process, some people are already choosing to move voluntarily, and the various schemes available in line with their assessed social care needs are discussed. Tenants are also informed that there is support available to help with removals, should they choose to move, and of the discretionary payment available to help with their costs.

Tenants have now been individually written to and the letter explains that a recommendation to formally consult on transferring the Council's extra care service, and to move to close and redevelop Kenton Court and Somerville is being made to Mayor and Cabinet in this report.

This letter has also been explained verbally by an extra care manager to all tenants. Additionally, a copy of the report has been placed on the notice board at both locations.

Planned consultation and communication with tenants

Formal Social Care Consultation

In changing or altering services provided under Social Care legislation, each individual's needs for services must be individually reassessed before changing the services or the manner of delivery. In addition, in making proposals for service changes overall, there must be a proper and meaningful consultation with service users, their families and any other stakeholders to enable and facilitate clear understanding of the proposals and enable all stakeholders to express their views effectively.

Statutory Section 105 consultation

Section 105 of Part IV of the Housing Act 1985 makes it a requirement for a landlord authority to consult with those of its secure tenants who are likely to be substantially affected by a matter of housing management. The Act specifically identifies a new programme of improvement or demolition to be a matter of housing management to which Section 105 applies.

Letters will be hand delivered to all secure tenants at the scheme, giving the resident 28 days to respond with their comments. The results of all section 105 consultation will be reported to Mayor & Cabinet in Autumn 2014 to inform any future decision making. There may be more than one set of Section 105 consultation, in order to keep residents informed and to offer them opportunities to comment on specific proposals for the buildings/sites as these are developed.

Officers will also organise drop in sessions during consultation periods, to ensure that all residents have the opportunity to discuss their views. These sessions will be organised so that residents and/or their families who work will also have the opportunity to attend.

Key impacts/opportunities within planned consultation:

There are likely to be short term negative impacts associated with both the consultation period and the implementation of proposals to close the service. The Council can mitigate the negative impact by planning a sensitive and thorough consultation programme, which takes into account any specific identified needs of tenants. For example, meetings should be scheduled at times and/or in locations which are accessible to tenants. Any correspondence should be verbally explained by a known member of staff, if possible, to reduce any potential anxiety and provide reassurance.

All staff involved in the consultation process and voluntary move process work within the Council's Equal Opportunities Policies.

Key impacts/opportunities of implementing the proposals:

Further equalities analysis will be carried out to accompany further recommendations, however, at this point, it seems likely that if the proposals are implemented, there could be short-term negative impacts to older people, men and Black Caribbean, which are the equalities groups which are overrepresented in the current in-house extra care schemes at Somerville and Kenton Court. The proposals to transfer the service will have a short term

Overall assessment of impact on tenants

This assessment notes the information which the Council currently has about the protected characteristics of tenants. Some of this information is limited, and further information will be collated throughout the planned consultation period. The assessment has demonstrated a need to adapt the consultation process and voluntary re-housing processes to meet the different needs and different levels of support required in taking part in the processes involved. This assessment has provided a place where this information can be recorded so that throughout the programme the Council and its partners can ensure that differing needs are monitored and met.

This assessment demonstrates that the consultation and project activity is likely to have some short term negative impacts, but that there are actions that can be taken as part of the project to mitigate these impacts. There are also some wider and longer term positive impacts which could result if the proposals are implemented, such as the transfer of the extra care service from housing that is currently not meeting modern standards, to accommodation which is better suited to this purpose. This would have a positive impact for older people in the wider community who may benefit from the re-located service.

Assessment of relevant staff data

This part of the document sets out the first stage for the equalities analysis assessment of the proposed transfer of the Lewisham in-house extra care service to Notting Hill Care Pathways at Somerville and Kenton Court. The proposal is subject to TUPE consultation with staff and trades unions and so it will only be possible to complete the EAA once that process has completed, and when the proposed recruitment process to the new roles is complete. Until that point it will not be possible to measure the impact of the new structure on particular protected characteristics.

However, this initial assessment suggests that the equalities impact may be low, although due to the current make up of the team, in which 71% of posts are filled by female employees, and 57% of posts are filled by black employees, there will be some additional negative impact on women than on men from the current proposal.

Of the seven posts that are affected by the proposed service transfer the breakdown by grade is as follows

- Two posts (29%) are for staff graded SC6-S02
- Three posts (42%) are for staff graded SC3/5
- Two posts (29%) are for staff graded SC1-2 and below

The current composition of the workforce in posts that are proposed to be affected by the transfer is as follows.

By age:

- 16% are aged 41-45
- 42% are aged 51-55
- 42% are aged 55+

By gender:

- 71% are women
- 29% are men

By ethnicity

- 57% are Black
- 27% are White
- 16% are Mixed Race

By disability (where staff have chosen to declare their status)

- 16% are disabled
- 84% are not disabled.

By sexual orientation:

- 84% either chose not to declare this information or the information is unknown
- 16% are straight/heterosexual

Overall assessment of Staff data

As previously, the impact of the proposed transfer is subject to further consultation with staff and the unions. The initial EAA suggests that there will be low/nil impact as a result of the proposals across gender, ethnicity, age and disability, although the current make up of the team does mean that more female staff be affected by the proposals than male staff.

Action plan and timetable

The activities laid out below will provide the project team with opportunities to further assess and address tenants' and staffs specific needs and to ensure that any negative equalities impacts are being mitigated.

Activity	Details	Timescale
Communications plan for phase 2 consultation	Details of all communication methods to be utilised, including; <ul style="list-style-type: none"> ▪ Letters ▪ Interviews ▪ Online information ▪ Meetings/drop in sessions 	July 2014
Section 105 consultation	Statutory consultation to ensure that all residents are given the opportunity to comment on the changes to their housing management.	July – September 2014
Staff team meetings and 1:1s	Regular contact with the service manager.	Ongoing
TUPE consultation with staff	Statutory consultation with staff on the proposals to transfer the provision of extra care from the in-house service provider at Somerville and Kenton Court, to Notting Hill at Conrad Court.	July 2014
Scheme meetings	Opportunity to gather anecdotal evidence to keep EAA updated.	Ongoing
Day-to-day contact with service staff and managers	Informal opportunities to discuss the proposals.	Ongoing
Decant interviews	Detailed assessment of households, to look at specific needs, communications issues and to establish a relationship with the tenant.	Ongoing from commencement of programme.

Publication of Results

The results of this EAA will be reported on the Council's web pages as part of wider equalities data reporting appropriate.

Monitoring

The EAA Action plan and timeline for the proposed changes to extra care service delivery will be monitored through the project reporting structures.

Potential impact of proposals for tenants

Equalities Category	Potential Impact of proposals for tenants	Assessment of impact	Actions
All	<p>Move from known community</p> <p>Move to better housing stock</p> <p>Move to more suitable housing stock</p> <p>Lack of understanding of alternative housing options available</p> <p>Lack of trust in decant team</p> <p>Security concerns as all vulnerable tenants</p> <p>Lack of continuity of care</p>	<p>Negative</p> <p>Positive</p> <p>Positive</p> <p>Negative</p> <p>Negative</p> <p>Negative</p> <p>Negative</p>	<p>Investigate and publicise social networking opportunities across the borough.</p> <p>Ensure offer property meets housing need of tenant</p> <p>Detailed and continued support and advice provided to tenants by decant team.</p> <p>Establishment of on site presence and development of working relationships between housing officers and tenants.</p> <p>Ensure adequate security within the building during any decant process.</p> <p>Explore potential TUPE implications of transfer of service</p>
Gender	<p>Social networks harder to maintain</p> <p>Security concerns for women</p>	<p>Negative</p> <p>Negative</p>	<p>Investigate and publicise social networking opportunities across the borough.</p> <p>Possible use of property guardians to ensure estate isn't squatted.</p>
Gender re-assignment	<p>Support networks harder to maintain</p>	<p>Negative</p>	<p>Work with tenant to ensure there is public transport access</p>
Pregnancy & maternity	<p>Due to the age range of tenants in Somerville and Kenton Court, there is no anticipated impact for this characteristic.</p>	<p>N/A</p>	<p>N/A</p>
Race	<p>Language barriers</p> <p>Ethnic community ties weakened/strengthened depending on location of decant property</p> <p>BME residents are nearly twice as likely to live in homes that do not</p>	<p>Negative</p> <p>Negative/Positive</p> <p>Positive</p>	<p>Use of interpreters and translated materials as appropriate</p> <p>Assessment of possible community ties during decant interview process, team to assist tenant with bidding for properties via specialist RSLs where appropriate.</p>

Equalities Category	Potential Impact of proposals for tenants	Assessment of impact	Actions
	meet decent homes standards and are overcrowded - potential moves to other housing stock or request to return would improve chances of decent homes.		
Disability	<p>Difficulty accessing meetings and/or information relating to the proposals</p> <p>Current properties may have been adapted to meet specific needs, decant properties won't have these as standard.</p> <p>Overall, the quality of the fabric of the buildings at Somerville and Kenton Court have been acknowledged to be inappropriate for people with mobility issues.</p> <p>Some specific needs highlighted by social care assessment and housing officer visits</p>	<p>Negative</p> <p>Negative/positive</p> <p>Positive</p> <p>Positive</p>	<p>Hold meetings in DDA compliant venues.</p> <p>Decant officers need to ensure adaptations can be matched or improved upon in decant property.</p> <p>Decant officers to refer vulnerable tenants to providers of specialist services.</p> <p>Alternative housing provision at Conrad Court, or in other schemes in the borough, is more accessible and therefore</p>
Age	<p>Pensioners income might not be able to meet higher rental levels in other socially rented properties.</p> <p>Social networks formed within existing schemes may be harder to maintain</p> <p>Opportunity to provide support where need hasn't previously been identified</p>	<p>Negative</p> <p>Negative</p> <p>Positive</p>	<p>Decant team to work with households to ensure benefit levels are correct and that rental level is manageable.</p> <p>Investigate and publicise social networking opportunities across the borough.</p> <p>Decant officers can identify suitable properties and/or refer the tenant to support services within the council</p>
Religion & belief	Change of parish could affect social networks	<p>Negative</p> <p>Positive</p>	Assessment of possible community ties during decant interview process, team to

Equalities Category	Potential Impact of proposals for tenants	Assessment of impact	Actions
	Move could be closer to place of worship Gender considerations for specific religions may mean some households can only be interviewed by female staff. Decant timetable could mean that key dates fall during religious festivals	Neutral Negative	assist tenants with bidding for properties via specialist RSLs where appropriate. Ensure record is kept of households where a female member of staff is required so that there are no unnecessary delays in interviewing or contact with the tenant. Decant team to ensure that religious beliefs and tenets are taken into account when arranging meetings and moves.
Sexual orientation	May be same sex households in the schemes	Neutral Neutral	Where tenant is moving to an ALMO or RSL property, this organisation will need to meet or exceed current standards and support on tackling harassment and discrimination. The Care and Support service provided at Conrad Court will also need to meet or exceed current standards and support on tackling harassment or discrimination.
Marital status/civil partnership	Co-habiting couples who haven't registered their partner could be treated differently from those who are married/in a civil partnership	Negative	Review housing policy on placement of couples and ensure tenants are aware of what tenancy rights any partner living at the address may have.

Equalities Category	Potential Impact of proposals for tenants	Assessment of impact	Actions
All	Anxieties around the proposals	Negative	All tenants should have the opportunity to access the support required to fully understand the proposals which are being consulted upon.
Gender	Large consultation meetings may mean that people from one gender	Negative	Ensure that all tenants have opportunities to meet individually with council officers to

Equalities Category	Potential Impact of proposals for tenants	Assessment of impact	Actions
	are less likely to speak and have their opinions heard.		have their voice heard.
Gender re-assignment	Large consultation meetings may be uncomfortable for people who are in the gender re-assignment process.	Negative	Ensure that all tenants have opportunities to meet individually with council officers to have their voice heard.
Pregnancy & maternity	Due to the age range of tenants in Somerville and Kenton Court, there is no anticipated impact for this characteristic.	N/A	N/A
Race	Language barriers	Negative	Use of interpreters and translated materials as appropriate
Disability	Difficulty accessing meeting Difficulty accessing information relating to the proposals	Negative Negative	Hold meetings in DDA compliant venues, ideally within the communal areas of the schemes themselves. All information should be provided as clearly as possible, and individual tenants' needs, as identified during the initial scoping and ongoing interview process, should be taken into consideration within the consultation and communication plan.
Age	Older people may have difficulty in attending long meetings	Negative	Consultation and communication should be planned around the specific needs of tenants, however, all meetings should be kept as short as possible.
Religion & belief	Gender considerations for specific religions may mean some households can only be interviewed by female staff. Consultation timetable could mean	Neutral Negative	Ensure record is kept of households where a female member of staff is required so that there are no unnecessary delays in interviewing or contact with the tenant. Project team to ensure that religious beliefs

Equalities Category	Potential Impact of proposals for tenants	Assessment of impact	Actions
	that key dates fall during religious festivals		and tenets are taken into account when arranging meetings and moves.
Sexual orientation		Neutral	
Marital status/civil partnership		Neutral	



Healthwatch Lewisham

Somerville and Kenton Court Extra Care Scheme Consultation Report

October 2014

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Introduction

Healthwatch is made up of 152 local Healthwatch organisations that were established throughout England in April 2013, under the provisions of the Health and Social Care Act 2012. The remit of local Healthwatch is to be an independent champion of local people; ensuring local people have a voice on health and social care, and ensuring that health and social care services are safe, effective and designed to meet the needs of patients, social care users and carers.

Healthwatch Lewisham gives children, young people and adults a stronger voice to influence and challenge how health and social care services are purchased, provided and reviewed within the borough.

In July 2014 Healthwatch Lewisham were named as the independent body to provide advocacy support for the Somerville and Kenton Court Extra Care Consultation. As the Council is both the Landlord and care provider for the scheme, Healthwatch Lewisham were bought in so that tenants could express their views to an independent organisation. The brief stated: Advocates must be able to demonstrate that their loyalty is solely to the service user, and are free to act according to the wishes and needs of the service users and not take advantage and or exploit the service user in any shape or form.

Background

In December 2013 Mayor and Cabinet agreed to commence consultation with the tenants of the Council's two extra care schemes at Somerville and Kenton Court. The consultation was to establish the care and housing needs of the tenants of the two schemes which the Council states do not meet modern standards for extra care and which cannot be converted to meet modern standards in a cost effective manner or whilst the schemes are occupied by current tenants.

Healthwatch Lewisham agreed to 'act solely in the interests of the service users, according to their expressed wishes'. As advocates for tenants of both extra care schemes, Healthwatch Lewisham's role is to represent expressed views and ensure that service users felt safe in talking about their experiences.

Methodology

Healthwatch Lewisham attended 7 consultations organised by the Council on the following dates:

Monday 28th July, 2014, 11am-12pm, Somerville

Wednesday 30th July, 6pm-7pm, Kenton Court

Thursday 31st July, 6pm-7pm, Somerville

Wednesday 6th July, 3pm-4pm, Kenton Court

Thursday 25th September, 12pm - 2pm, Somerville

Tuesday 14th October, 1pm - 2:30pm, Kenton

Thursday 16th October, 1pm - 4pm, Somerville

Healthwatch Lewisham spent an additional 19 hours speaking with 17 tenants and their carers', friends and family members across both sites through face-to-face meetings, telephone conversations and correspondence. Healthwatch also spoke to five tenants that had moved from Kenton Court to one of the recommended alternate schemes to find out how they found the process of moving and to find out how they had settled into their new accommodation.

Executive Summary

Healthwatch Lewisham heard comments from 17 tenants and their carers', family and friends across both schemes and found many common themes in what they said. Healthwatch Lewisham also heard from health professionals, doctors and nurses at Sydenham Green Group Practice and Queens Road Partnership and a Nephrologist Consultant at Guy's and St Thomas' NHS Foundation Trust.

In general, feedback from the tenants identified issues around the following:

- Communication and support
- Care and environment

Although some tenants that spoke to Healthwatch Lewisham were keen to move to alternative locations, most were not. Tenants that had decided to move were left weeks and in some cases months without knowing what their situation was. Some

tenants, for example, had been accepted at alternative schemes and been told they had been accepted, but had then not been given any indication of timescales. In two cases, the tenant had not been accepted into the scheme that had been recommended to them by the Council.

The majority of tenants that spoke with Healthwatch found the informal and formal consultation process 'difficult' and 'unsettling', including those tenants that had agreed to move.

Care and environment were also themes that were raised to Healthwatch; the care assessments that were provided were talked about and the impact that the consultations were having on tenants' health was brought up as an issue. Carers said they would have liked to have been involved in the care assessment but were not informed when they were taking place.

Findings

Communication and support

The Healthwatch team spoke to seventeen tenants overall, eleven at Somerville and six at Kenton Court.

Six tenants at Somerville told Healthwatch that they explicitly did not want to move. Five tenants felt they were being 'pressured' to move, and only agreed to move so as to 'not be a burden' and to 'not cause any problems'.

Six tenants from Kenton Court spoke to Healthwatch: two of these were happy to move to Conrad Court, but commented that the process had not been 'smooth' and often they were 'left out of the loop'. Two other tenants were reluctant to move said that they would move if suitable housing could be found. Finally, two tenants told Healthwatch that they did not want to move and were feeling anxious about the situation. One of these tenants said 'I went to see Conrad Court... the man there said they would let me know but I haven't heard anything'. Another tenant told Healthwatch 'I visited Conrad Court in August and thought that the bedroom would be bigger than it is... I was shown a 1 bedroom flat with a walk in shower room...I would prefer a bath, I use a walking frame and I'm concerned about slipping in a wet room...I was not shown the dining room...I have not heard anything since the visit in August...I've been waiting since August for my allocation offer, I'm in limbo'.

The five tenants that had moved from Kenton Court to Cedar Court said they wouldn't have moved unless they thought they 'had to'. One tenant said 'If I wasn't pressured to move, I would have stayed'. Although the five tenants seemed settled in their new homes, they did comment that they were under the impression

that Kenton Court would be definitely closing down and they were surprised to hear that it was still in consultation and that no decision had been made yet. One tenant commented 'I didn't know we didn't have to move', and another said 'I was told it was closing down... I wouldn't have moved if I could have stayed'. All five tenants that spoke to Healthwatch Lewisham said that they were pleased with their 'bigger' apartment and 'enjoyed the extra space' however two tenants said that they 'missed' Kenton Court and that they 'sometimes felt lonely' at Cedar Court compared to when they lived at Kenton Court. One of the five tenants we spoke to said she was pleased she had moved and was happy with her flat and care.

Out of the seventeen tenants who shared their feelings and experiences with Healthwatch Lewisham, all of them agreed that the uncertainty and process of the informal and formal consultations raised anxieties and had a negative effect on them in one way or another.

There was a perception from almost all of the tenants, carers', family and friends that spoke to Healthwatch that the consultation did not 'appear genuine', comments were made that the Council were not being 'transparent' or 'open'. It was also stressed that tenants felt 'disposable' and 'left in limbo'.

All seventeen tenants said that they had not been fully communicated with, even those who had agreed to move. Tenants felt that they were 'just told about the situation and not supported'. It was felt that the Council 'just turned up every so often' and 'expected everyone to talk to them'. Four tenants at Kenton Court gave examples where they felt they had not been fully communicated with. Two examples were about not being kept informed of possible moving dates and their financial status. Another expressed an interest in sheltered housing but was left unsure for months of where was available and if her requests could be met. Another gave an example of chasing the Council for information on different schemes including what services would be provided and the financial implications, and at the end of the consultation was still 'in the dark' about what was available. Examples were also given by tenants and carers at Somerville: one tenant said 'they rush you to move and when you finally agree they don't want to tell you what is happening, or help you'. Another said 'all this not knowing is making me ill: it isn't fair especially when I have been trying to keep them happy and do what they want me to do'.

Tenants and carers commented that their expectations had not been met. A number of tenants and carers across both schemes said that originally they were told that there were lots of housing options available to them, and several options had been displayed in both schemes. However, when tenants and carers looked into this it appeared that only three schemes were suitable for most of the tenants. One tenant who spoke to Healthwatch was suitable for sheltered housing and moved into sheltered accommodation.

Carers complained that they had not been given 'proper advanced notice' by the Council to enable them to keep informed and accompany tenants to meetings, particularly in the informal consultations. Carers also complained to Healthwatch that they felt the individual care assessments should have been carried out before tenants were taken to view alternative schemes. Healthwatch were told that visiting alternative schemes prior to assessment lead to 'confusion', especially when in some cases they were later told that the scheme they visited was not suitable for them.

Carers told Healthwatch that they were 'disappointed' that an Independent Mental Capacity Advocacy service was not appointed to those tenants that required them. Carers said that this was 'promised' by the Council but never followed up.

Most tenants, carers, family and friends that spoke to Healthwatch commented that the language used by the Council, particularly when communicating in writing, was difficult to understand and had a 'negative' tone. The majority of tenants described the letters as 'strongly worded', 'threatening' and 'unsettling'. At least 8 tenants said they were 'spooked', 'unsettled' and 'scared' by the recent letters issued to them. One tenant told us 'I can't sleep - I've been worried since the consultation started'. One tenant who did understand the letter said 'The consultation letters explained well but I definitely do not want to move. I have been to visit 2 places, Cinnamon and Cedar they are ok but too expensive. Conrad is big, new - not warm, impersonal - not suitable. I haven't heard anything since'.

Care and environment

Most of the tenants, their family, friends and carers' across both schemes were incredibly concerned about the possibility of being re-located. Ten tenants (two from Kenton Court and eight from Somerville) told Healthwatch that the on-going informal and formal consultations were having a detrimental affect specifically on their health. One carer said about a tenant in Somerville 'He is getting very upset by the Council's visits and letters and it is causing him to worry... When I saw him yesterday he looked very unwell and sad... I think it is affecting his mental health and as well as his physical health'. One tenant at Kenton said 'this is all making me really unwell, I doubt I will live to see the end of it at this rate', and another at Somerville said 'I try not to think about it as it makes me terribly unwell and worried'. In addition Healthwatch were told by carers that they feel the health of tenants has deteriorated which they believe is a result of the process. Health professionals informed Healthwatch that the potential move could have a negative effect on their patient's health.

Healthwatch heard from a consultant at Guy's and St Thomas' NHS Foundation Trust that is responsible for a tenant at Somerville. The consultant shared the same concerns as the tenant and carer. Again, doctors at The Queens Road

Partnership Practice raised concerns that the process is taking its toll on their patients and that the upheaval could do more harm than good. Healthwatch spoke to the nurse with a lead for older people at the Sydenham Green Group Practice who said 'Moving and the thought of moving can be unsettling for long-term tenants', and that 'Some tenants have dementia and need social interaction to maintain wellbeing...Not seeing the people who they are used to at meal times etc. can be unsettling and confusing'. The nurse also said it was important for the Senior Care Support Worker from both schemes to be involved in each care assessment.

Tenants told Healthwatch that they were anxious about changing their doctor; many had been patients of their current doctor for a number of years and had built up a relationship with their practice.

One tenant at Somerville along with their carer told Healthwatch that they were 'distraught' at the thought of having to move and have found the consultation process 'extremely stressful'. This particular tenant previously suffered a stroke and is paralysed from the right side and has aphasia which affects their speech and language significantly. Over the last 16 years living at Somerville, this tenant now feels comfortable and familiar with the surroundings and has found ways of communicating to staff and other tenants, which he refers to as his 'family'. This tenant feels comfortable in the immediate neighbourhood and has friends close by who regularly visit.

Carers of tenants told Healthwatch that they had worries over the care assessments that the Council were providing. Carers were concerned that the assessments were not truly representative of the tenant's actual situation. Carers felt that the tenants have been either 'embarrassed' to discuss the difficulties they have with personal care or not want to express their true feelings for reasons of not wanting to be a 'burden' or of being 'afraid'.

The Healthwatch team compared care assessments that were carried out for Kenton Court tenants moving in to Cedar Court with care assessments for other tenants from elsewhere. Healthwatch found that the care assessments for Kenton Court tenants were inadequate. The assessments were very basic and did not include any of the following: health assessment, including medication, district nursing needs, dietary needs allergies etc.; mental health assessment; risk assessment; personal history; likes and dislikes; or communication needs.

The Healthwatch team were surprised to find that one of the Vulnerable Adult Funding Panel Forms included the following statement that the reason of the tenant moving from Kenton Court was due to: 'Compulsory notice for all tenants to move'.

Other assessments for tenants not moving from locations other than Kenton Court included: others involved in the assessment; choice; personal background:

strengths, culture, social network; medical, dietary needs, allergies; important changes; day to day activities; concerns; communication; sensory impairment; physical impairment; current health status; personal care details.

Three tenants at Kenton Court and ten tenants at Somerville told Healthwatch they thought Conrad Court was 'too big' and 'impersonal'. Further comments were made that Conrad Court did not have a 'homely', 'family' or 'community' atmosphere. Tenants and carers noted that although Conrad Court had small 'hubs' in corridors on each floor, there was no communal areas that they are used to now. Tenants were apprehensive about the dining area that is situated on the first floor, commenting that it was very big and resembled a 'canteen' rather than the family themed dining area that they currently enjoyed. Tenants also feared that there would be a 'less personalised' service in a large development like Conrad Court as everything is 'so far apart'. Carers were particularly concerned that tenants would feel 'lost' in new surroundings, particularly those that have had Somerville and Kenton Court as their home for a number of years and were settled. Two tenants at Somerville have lived there for over 14 years and six tenants have been there for over five years. Out of the tenants remaining at Kenton that spoke with Healthwatch, one has been there for 11 years, two have been there for five years and two have lived there for over two years.

Healthwatch heard concerns from three tenants that they could not access stairs or lifts for personal reasons and reasons relating to autism. These tenants and carers felt that the Council 'dismissed' their concerns. Council officers had asked why they could not use a lift

Tenants and carers expressed concerns around not having the day centre at Cedar or Cinnamon Court included in their care package and thought that they would therefore feel 'excluded' and 'lonely'.

The alternative schemes offered - for example, Cedar and Cinnamon Court and Conrad Court - are significantly more expensive than Somerville and Kenton Court: approximately double what tenants are paying now. Tenants expressed concerns about this, particularly the self-funders. Healthwatch were told by some tenants and carers that when they raised this with the Council, they were told that they would be contacted about it, but this had not happened. Carers queried the fact that the Council's extra care schemes, Somerville and Kenton Court, were not registered with the Care Quality Commission (CQC). When Healthwatch followed up with the CQC it appeared that the Council had deregistered the schemes in 2013 due to the Council no longer providing regulated services (personal care). Tenants and carers told Healthwatch that staff from the Council, and not just the agency that the Council use, do provide personal care. Examples were given of Council staff members bathing tenants and administering medicines. The CQC since reported that the personal care support provided at the extra care housing schemes is managed through the Lewisham Reablement Service.

Buildings

Tenants and carers told Healthwatch that they were informed by the Council at the beginning of the formal consultation that in September and October 2014 the proposals to redevelop and/or reconfigure the buildings would be discussed with them but they were still waiting to be told about the buildings.

Tenants, carers, family and friends questioned the fact that the buildings could not be improved to ensure they were fit for purpose. They were keen that this be 'revisited' and if needs be by another surveyor. Some tenants and carers suggested that the Council could work collaboratively with health providers such as Lewisham Hospital so that voids across the schemes are available to people that are leaving health settings such as the hospital but still waiting for appropriate housing, or works to be done to their current housing. It was felt that this would be a good example of health and social care working together and also reduce the number of 'bed blockers' in the hospital or reduce the number people living in bed and breakfast style accommodation. During a consultation meeting on Thursday 25th September 2014, Council Officers agreed to consider this option.

Conclusion

Although some tenants that we spoke to were in favour of moving and felt that the process had been adequate, most disagreed. The general feeling was that they had been poorly and inappropriately communicated with by the Council and tenants and their carers did not feel supported. All of the tenants, carers, family and friends that spoke to Healthwatch Lewisham felt that 'best practice' had not been followed.

As previously suggested by Healthwatch Lewisham, it would have been useful for the Council to have hosted an open day at each scheme to give tenants, carers, providers and the Council an informal opportunity to ask questions and to get to know each other better. This would have been a step in the right direction at making the tenants feel more at ease. Even at the end of the consultation tenants and carers were left in the dark about what different providers offered and which service would suit the tenants most.

All of the carers, family and friends, as well as most of the tenants told Healthwatch that they have been put in a terrible position and the possibility of tenants losing their home has been extremely stressful and upsetting. Healthwatch were told that it was 'not right to put vulnerable people in this situation at this stage in their lives'. Although a few tenants have chosen to move, the consultations seem to have left some tenants feeling highly anxious and fearful.

Recommendations

1. Care assessments provided by the Council should always involve carers and Senior Care Support Workers.
2. Copies of care assessment should always be presented to service user and carers.
3. Care assessments should be thorough and include all information that is needed.
4. Commissioning an independent advocate from the initial stages and informal consultations should be considered.
5. The Council should provide written names and details of staff members responsible for different areas.
6. Each service user should be given a written summary of who is responsible for helping them, and who they should contact if they are unclear. I.E names of social worker, housing officer and how they can access information on benefits.
7. The Council should ensure that they follow up each individual query from service users and carers, and give a time scale as to when they will respond.

Acknowledgments

Healthwatch Lewisham would like to thank the tenants at Somerville House and Kenton Court, and their family, friends and carers' for providing us with feedback about the consultation and potential closure. We would also like to thank staff members and professionals who contributed to this report.

Contact

For further information on this report or on Healthwatch Lewisham, please contact:

Miriam Long, Manager

Email: miriam@healthwatchlewisham.co.uk

Jade Fairfax, Community Engagement Officer

Email: jade@healthwatchlewisham.co.uk

Telephone: 020 3417 4727

Appendices

Examples of Healthwatch Findings

Appendix I

Example of Consultation Meeting Notes

Name of Meeting	Consultation Meeting at Somerville Extra Care Sheltered Housing
Date	25.09.14
Name of Representative(s)	Miriam Long
<p><u>Present</u> LBL Representatives: Laura Harper; Heather Hughes; Sarah Catton, Michelle Oliver, Dave Shiress Residents: 6; Carers: 2</p> <p>Laura explained the purpose of the meeting, to provide new information on the process to close Somerville. The consultation affects 31 residents at Somerville and Kenton. 5 people have moved to residential care; 2 have moved to sheltered housing and 24 have been assessed to require extra care sheltered housing.</p> <p>There followed discussion between carers and LBL staff. Residents were mostly silent.</p> <p>Carers Concerns:</p> <ol style="list-style-type: none"> 1. The whole consultation was distressing to residents and they should not have been informed before the Mayor makes his decision. Residents are vulnerable people and this information has put them under undue stress since December 2013. They don't understand the letters, which have too much detail that is upsetting. People have already said no, they have petitioned. They have secure tenancy here, there is no such agreement if they move. Assured tenancy will not guarantee care. 2. Carers raised issues regarding bathing facilities at the proposed Conrad Court, wet rooms are not suitable for residents as they could slip and there is only one assisted bathroom whereas there are 6 assisted bathrooms at Somerville. Many residents prefer baths to showers; it's what they are used to. One of the bedrooms has already had an en-suite shower room installed so why can't they just extend Somerville? There is room to extend the building. 3. Why is Somerville no longer registered with the CQC? Is it because the decision to close has already been made? It has not been registered since December 13. Why isn't the CQC involved in the consultation? Why wasn't Healthwatch involved from the start, they are responsible for making sure people are safe and heard. 4. Residents are being pressed to move, 2 staff talking to one resident, encouraging them to accept the move. These people are so vulnerable they are scared. They don't want to move to new big housing, they want to stay where they are, they want 	

small. People know this area, local shops. It is wrong to uproot elderly people to the unknown. Residents received consultation letters and information about social care assessments but Carers were not involved. The letters said that Carers could be invited to care assessment meetings but unless they saw the letters when visiting, they would not know.

5. How can residents understand what the options are? Social workers only visit once a year, how can they explain to residents? There are many options on the map but only 3 can provide extra care: Conrad; Cinnamon and Housing 21. Why aren't Lewisham Park and Manley Court listed as options? Care for Asperger's can be provided at Woodham House but tenants are only encouraged to look at Conrad Court.
6. Questions were raised about staffing levels and evacuation policy in the event of a fire at Conrad Court. How would 60 vulnerable people be evacuated safely? Is there a sprinkler system as at Somerville?
7. Residents at Somerville eat their meals together, it is a community. Conrad Court has a café style with pre-paid cards and different meal times. Residents won't know how to use the restaurant and cards. At present the meals are included in the rent. What about specific diets?

LBL Staff responses:

1. The council have to provide information early on to make sure that the consultation is reasonable. Have to consult before the mayor makes his decision. The letters have the appropriate level of detail. The proposals, if they go ahead are backed up by the legal process.
2. It is not possible to have reasonable space for all the bedrooms to be converted to provide space for showers. Quality of housing for older people is not being met by Somerville. We can look at the possibility of extending the building.
3. We have been endeavouring to register with the CQC for 8 months. The building was registered as Lewisham Adult Social Care but this needs to change to Lewisham Council. Healthwatch has been commissioned to provide independent advocacy to residents and carers and will be providing a report for Mayor and Cabinet.
4. Some people have visited Conrad and have asked for more information. Everyone who has moved has done so voluntarily. People who have moved are happy; they have moved to be nearer to their family. Letters informing of the proposal to close social care and letters to close housing provision at Somerville and Kenton were sent to residents, it was up to residents to share information with carers if they wished. People were written to when the initial report and recommendation went to Mayor and Cabinet. But we are still consulting on these proposals until 16 October and the final decision will be made by Mayor and Cabinet on 12 November.
5. Lewisham Park can be an option if people choose to apply. Manley Court is a nursing and residential home. Housing and care options are personal to each individual; LBL is following the legal process.
6. Conrad Court will have 4 staff, minimum at any one time during the day. This will be increased during busier times. All residents will have their care needs assessed and a new care plan with the new provider. There will be 2 staff at night. In the event of a fire, there is a stay put policy. There will be a fire plan with the fire brigade. 30 minute fire doors have been installed. LBL staff to check if there is a sprinkler system.

Questions and issues raised by Healthwatch

- Letters to residents regarding the consultation should be shared with carers if both resident and carer agree. This was

Lewisham.	<p>agreed in principle.</p> <ul style="list-style-type: none"> • Issue of secure and assured tenancy needs to be addressed. LBL to negotiate with housing associations to consider secure tenancy • Healthwatch will monitor care of residents who move to make sure that their needs are being met. This is outside commissioned work as it is part of Healthwatch role.
Discussion with residents and carers after the meeting	<p>Residents were happy to talk once LBL staff had left. One resident said “Everything is too expensive. Not cost effective and too far away.”</p> <p>Carers: there is a prominent, professional staff team at Somerville, who are familiar with residents and their needs. Moving will increase anxiety and risk depression. More costly hospital attendance. People will be displaced.</p>
Actions for Healthwatch	<ul style="list-style-type: none"> • Contact resident’s GP: Queens Road re. implications of move to resident’s health and wellbeing • Contact Peter Stanley, CQC re. Registration issues.

Appendix II

Example of Individual Meeting Notes

Somerville Visit 16.10.14

Visit conducted by Miriam Long with Dave Shiress, LBL Housing Officer. Meetings with individual tenants

A: Don’t know when I will be moving. Social Worker said she is going to take me out, get someone to take me to Deptford or Lewisham but hasn’t happened. Told, I’m moving this month, next month but hasn’t happened. I’m being told that for months and months.

I went to see Conrad Court, thought it was lovely. The man there said they would let me know but haven’t heard anything.

Someone is supposed to see me tomorrow, 10 - 11, I don’t know who, about moving. I’m looking forward to moving now. There is nothing here, all I do is sit in my room knitting, can’t stay in my room all day.

Yvette gave me a bath today; they don’t leave me alone in the bath. I’m a bit dodgy on my legs and need a wheelchair to go out. I haven’t been out for a long while.

B: I came to UK in 1956 to work. I would like to move to the Lewisham or Catford area. Have seen people from the council but they haven’t shown me anywhere else. I haven’t seen any letters from the council.

I can wash myself and take my own medicines but the staff do my washing, cleaning and prepare my meals.

I want a one bedroom ground or first floor flat with my own bathroom. I would like to have my meals with other people, shared meals.

C: initially said he is happy to move to Conrad Court, didn't fancy going to Grove Park or Deptford. He was told in December 13 that Somerville is closing down and that he would have to move.

I visited Conrad Court in August and thought that the bedroom would be bigger than it is. I was shown a 1 bedroom flat with a walk in shower room. I would prefer a bath, I use a walking frame and I'm concerned about slipping in a wet room. I was not shown the dining room. I have not heard anything since the visit in August. I've been waiting since August for my allocation offer, I'm in limbo.

The staff at Somerville do my shopping, cleaning and prepare 3 meals daily. I am independent within my own flat. I have my own bathroom and kitchenette. I can use my bathroom myself; I don't want anyone to help me with my personal care. I like my privacy.

I am happy to stay at Somerville, I like living here; I've lived here for 8 years and in the area since 1960 and am used to it.

If I wasn't pressured to move, I would be happy to stay at Somerville. I had a letter from the council saying I would be taken to court if I refused to move. I feel pressured so agreed to move to Conrad Court. There is a gym at Conrad Court; I would like to use the gym facilities. I need 1-1 rehab support to help me with movement, to help work my legs and to build muscle. Dave has said that my daughter can visit Conrad Court and is going to arrange it.

My concerns about the move:

1. Would I be able to keep my GP? My GP at Queens Road Surgery visits me at home. I take regular medication.
2. I have home visits from the optician and dentist, who would make sure these continue?
3. At Conrad Court is the Extra Care Housing in a specific area, separate from private housing?
4. I am a private person, who does not want to risk falling in the wet room and have to call for someone to help me when I am undressed.

D: I fit this place; I've been here for over 5 years. This is right, easy to get around. I have Parkinson's and use a walking frame. I need a new chair, hand rails and a grab bar. I

have weekly visits to the hospital and see my consultant 2 x year and can see the Parkinson Nurse in an emergency.

The consultation letters explained well but I definitely do not want to move. I have been to visit 2 places, Cinnamon and Cedar they are ok but too expensive. Conrad is big, new - not warm, impersonal - not suitable. I haven't heard anything since

The staff here come and make sure I'm ok. I'm concerned about the staffing levels in a new place, there isn't enough staff here, there should not be less than 2 staff at any one time.

He hasn't had a recent assessment. Dave Shiress agreed to find out when he will have a care assessment.

E: asked if he is staying here for Christmas. They do everything for me, would rather not move. Don't understand options. I've lived here 2- 3 years. Like the shops. Visited Conrad, didn't fancy it. No one talked about the visit or what happens next. I want a ground floor flat; I can't manage stairs or the lift. I have a shower but do not want a walk in shower. Dave Shiress said he would arrange another visit to Cinnamon and Cedar. Miriam said it was important to make sure there is a ground floor flat available.

F: I don't know much about the consultation. I've lived here for about 5 years. I've visited the others, but don't like them. The staff here are going to help me fill out the consultation form. I would like my sister to be involved.

G: I've looked at properties, but not seen any I like. Don't want to move. I like it here, got used to it, I like the staff.

I lived in Lee Park for 2 years, didn't like it there, no one spoke to each other. Conrad Court is too far away. I didn't like Grove Park, too many people. I didn't like Cinnamon, Deptford.

I have arthritis and can't walk very well. The staff give me my tablets, bath and do my shopping. I like everyone here and the staff. My friend T comes to see me here.

H: I have no complaints at Somerville, it's nice and quiet. I've lived in hostels before. I've been to visit the other places but would rather stay here. I've made friends. Now I can't sleep, get worried since the consultation started.

Kenton Court Visit, 6.10.14

Visit conducted by Jade Fairfax

(I) and family member: Concerned about moving. Very happy and settled at Kenton Court, described as 'homely and friendly'. Concerns about moving to Cedar Court as friends have moved there and not happy.

Good relationship with doctor at Sydenham Green and been patient since 1991, do not want to change.

Also, concerns around travel to appointments at Lewisham Hospital and Kings. Also distance from daughter. Cedar would be the closest option but concerns about staff and care there and general environment. She was also worried about changes to her care plan, 'I get excellent care here and worried that it might not be as good elsewhere'. She said that there was 'too much up and down' and that it is impacting on her health and that she 'will probably be dead before it gets sorted'. 'But I would like some more space'.

Appendix III

Extract from email from relative of resident at Somerville dated 23.09.14

For accuracy - X has bath in his flat but doesn't get into it. He has his own system using a small shower attached to taps which uses over sink so can still sit safely in his wheelchair. He can have bath in specially converted bathroom in Somerville if needed. A wet room in new accommodation would require use of a hoist which would mean reliance on staff to use a hoist which is unnecessarily risky.

X says that he has a good relationship with staff who know his needs and how to communicate with him over time. Also the residents, he views the staff and residents as being like 'family'. He is very vulnerable as an elderly man in a wheelchair with aphasia, but where he is now he is familiar with the area (having lived there over 16 years) and is comfortable to go out in the community where he is familiar with his environment and people are friendly and know him. He has friends in the locality, who he will not see if he moves away. His friend can take him to a café or he can go for a pub lunch on occasions with help. He has let me know a number of times that he feels 'life will not be worth living' if he is stuck in his room isolated -where staff do not know him, his needs and how to communicate with him. At Surrey Keys he would not feel safe to venture out. He doesn't know any one and there would be no one to help as there is no community there and nowhere to go. There is a big shopping mall which he couldn't get to and which is inappropriate for someone his age in a wheelchair.

He does not want to move to accommodation run by a housing association he has no information about including cost, type of contract and where there is no assurance that he might have to move on again at the end of a contract. He also worries about what kind of care services would be provided and how much it would cost. Where he is now there is

flexibility and continuity of staff. He tries to be as independent as possible and he knows he can call staff when he needs to. An alternative provision he went to look at does not have this system and residents are charged if they are called.

MAYOR AND CABINET			
Report Title	The Council's Extra Care Service at Kenton Court and Somerville		
Key Decision	Yes	Item No.	
Ward	Borough Wide		
Contributors	Executive Director for Customer Services Executive Director for Community Services		
Class	Part 1	Date:	12 November 2014

Currently paragraph 12.6 states:

In the event that the Mayor agrees to transfer the direct management of extra care services from Kenton Court and Somerville, the Council will transfer its service responsibility to Conrad Court managed by the Notting Hill Housing Group. TUPE is likely to apply to the relevant Council employees. Appropriate consultation with staff and their trade unions will take place in line with the Council's TUPE transfer guidance and statutory requirements.

This paragraph should be replaced with the following:

In the event that the Mayor agrees to close the directly managed extra care services based at Kenton Court and Somerville, should responsibility for the remaining tenants transfer to the outsourced extra care service provided by Notting Hill Housing Group, TUPE may apply to the relevant Council employees. Appropriate consultation with staff and their trade unions will continue to take place in line with the Council's TUPE transfer guidance and statutory requirements. Should TUPE not apply to the relevant Council employees, appropriate consultation with staff and their trade union will continue to take place in accordance with the Council's Management of Change policy.



Somerville and Kenton Court

Equalities Analysis Assessment

November 2014

Introduction

The Mayor identified a review of housing for older people as a key priority of the Housing Matters Programme in July 2012.

Somerville and Kenton Court extra care schemes were identified as being no longer fit for the purposes of delivering an extra care service, and the Mayor agreed on 4th December 2013 for officers to consult with tenants to establish their housing and care needs.

On 24th June 2014, officers reported that social care assessments and discussions with tenants, and in some case their families, had identified that 25 of the people living at Somerville and Kenton Court at that time remained in need of extra care housing and support with 2 being assessed as requiring sheltered housing and 4 people assessed as requiring residential care. Officers' view was that the needs of people assessed as requiring extra care housing could be met at other high quality provision in the borough, in particular the existing extra care schemes at Cinnamon and Cedar Court and the new scheme at Conrad Court. The Mayor agreed on the 24th June 2014 that officers should move to formally consult with Kenton Court and Somerville tenants on (a) the closure of the Council's directly managed extra care scheme at Kenton Court and Somerville and (b) the closure of the buildings, also to formally consult with staff of the extra care service who would be affected by the proposal for closure.

A period of formal consultation with tenants ran between 17th July to 17th October relating to the closure of the extra care scheme and 18th September to 18th October relating to the closure of the buildings. The Mayor is now being asked to agree the recommendations which relate to these two schemes, namely to:

1. Note the information contained within this report about the process that has been carried out to date, and in particular the physical conditions and shortcomings of the two schemes the existing cost of the two schemes ... and the details of the consultation process that has been carried out with tenants and their families
2. Note the comments made during the formal Adult Social Care consultation which has taken place in line with the recommendation from the 25th June 2014 report on the Council's in-house extra care service at Somerville and Kenton Court,
3. Note the comments made by secure tenants in response to the statutory consultation undertaken pursuant to Section 105 of the Housing Act 1985
4. Note that consultation has taken place with staff from the in-house extra care service in line with the recommendation from the 25th June 2014 report on the Council's in-house extra care service at Somerville and Kenton Court
5. Having considered the comments made for the three consultationsthat Mayor and Cabinet agree:
6. That the Council-managed extra care service at Kenton Court and Somerville should be closed
7. That the building at Kenton Court should be closed for its current use and proposals for the Council to develop alternative general needs housing at the site should be further developed.
8. That the building at Somerville should be closed for its current use and proposals for the Council to develop alternative general needs housing at the site should be further developed.

9. That officers should present plans for re-development of the two sites, as part of future phases of the New Homes, Better Places Programme, for Mayor and Cabinet approval at the earliest opportunity.
10. That officers should continue to discuss with existing tenants' options for other services that would meet their needs and put in place individual and person-centred plans for services which will meet those needs.
11. That, as part of this process, Notices of Seeking Possession may be issued in due course and as a last resort to the remaining tenants at Kenton Court and Somerville in order to protect the Council's interest and potentially to safeguard vulnerable residents

The aim of this assessment is to check whether the proposals (and/or any part of their implementation) is likely to have a positive or negative impact on different groups within our diverse community. Furthermore, it will assess whether or not there are actions which may be taken to **prevent** direct and indirect discrimination and **positively promote** harmonious community relations.

Management of the Equalities Analysis Assessment

The original assessment for the June 2014 Mayor and Cabinet was undertaken by Laura Harper, Housing, Health and Social Care Integration Project Manager, supported by Heather Hughes, Joint Commissioner. This version for the November 2014 Mayor and Cabinet was updated by Heather Hughes, Joint Commissioner, supported by Dave Shiress, Housing Strategy and Programmes.

Identification of the aims/objectives

The aim of the proposals is to ensure that Extra Care Housing in the borough is of a suitable quality to meet the needs and expectations of Lewisham's older people. The original proposal was to transfer the extra care service from the in-house service at Somerville and Kenton Court to the Notting Hill Housing Group scheme at Conrad Court. However, in practice, a number of existing tenants have opted, and continue to, to move voluntarily to existing schemes at Cinnamon Court and Cedar Court and not just Conrad Court.

Scope/focus of the Equality Analysis Assessment and assessment of relevance

Proportionally the assessment needs to concentrate on areas with highest potential impact. Key issues for consideration include:-

- What would be the impact of the proposals if they are agreed? To existing tenants, staff, and the wider population.
- Do we have accurate profiles of our tenants and staff to inform our communication/consultation strategies for the proposals for the schemes?
- How do we ensure needs of tenants and staff are met during the process of moves which the decision to close the scheme would require?

The scoping grids at appendix A look to determine, whether the proposed projected activity:

- could affect some groups in society differently?
- can/will promote equal opportunities?

Assessment of relevant tenant data and research

The key data needed for this Equalities Assessment is the profile of the current tenants of Somerville and Kenton Court. As all tenants receive services from Adult Social Care, information from the Integrated Adult System (IAS) and local service data has been used. Lewisham Homes monitoring data from the Academy system is also available and is accessed before a housing officer visit. However, it has not been used as the basis for this analysis.

Tenant information available

Age

Age of tenants at Somerville and Kenton Court from IAS

Age Band	Total
18-64	4
65-74	3
75-84	5
85-94	6
95+	0
Grand Total	18

Key considerations/potential impacts:

All tenants at Somerville and Kenton Court are aged 55 and over, with the majority of tenants at both schemes aged 65 and over. 6 tenants are aged 85 and over. Older people can be particularly anxious and vulnerable when proposals are made to change service delivery and/or housing. It was expected that there will be a short term negative impact to people who would need to move as a result of the proposals, that people would experience anxiety and concern about changes to their networks, fellow tenants and staff.

In order to mitigate negative impact, tenants have been supported to visit alternative options and to move on a voluntary basis throughout the formal consultation process. The housing decant team who have a lot of experience working to re-house older tenants have facilitated this. Staff from the in-house service who are known to tenants have been available to address any concerns and anxieties which tenants may have.

At the end of the formal consultation period, all but 6 of the current 18 tenants have identified preferred alternatives to Kenton & Somerville, although it is recognised that there is a strong feeling to remain at Kenton or Somerville. Six people have moved voluntarily during the consultation period and 10 more are actively in the process of moving. Support from the decant team and the in-house staff will continue to be available through any closure period. Social work staff will also re-engage to ensure that new provision continues to meet individual needs.

Four people have advised officers that they are unwilling to engage in any discussion about alternatives and are very strongly opposed to the closure of either scheme, Somerville particularly. As a result, there may be a further short term impact for this group of the proposals. Their consideration of alternatives may be more rushed than the experience of other tenants. They are likely to experience the building being 'empty' suddenly and they are also the cohort with increased potential to be issued with formal notices to quit. In the event that the proposals are agreed, officers will first try to engage those people and their families in a period of discussion about preferences and prioritise visits to alternative services. Also, NoSPs will not be issued immediately, to minimise anxiety post the decision itself.

Disability

The Service User Group Category from IAS can be used to reflect the picture of residents' levels of vulnerability.

Service User Group Category from IAS for Somerville and Kenton tenants

Service User Group Category	Total
Frailty (Main)	10
Mental Health (Main)	2
Other Vulnerable People (Main)	2
Physical / Sensory Disability (Main)	4
Grand Total	18

A small number of individual tenants also have a health condition which overlays the primary social care category (e.g. diabetes, renal disease, arthritis, cardiac condition). Although, this does not have a specific impact on the EAA protected characteristics, it is important to be mindful of potential impact of the same as part of any tenant move on plan.

Key considerations/impacts:

The table above sets out the main reason why people are in receipt of social care services. Low numbers of tenants are recorded as having a specific disability on the IAS system. Local service data suggests that there may be higher levels of disability than those recorded on the IAS system. During the social care assessments, housing interviews, and the formal consultation period itself, some additional information has been captured to support moves.

As part of the social care review and the re-housing process tenants will be specifically asked about disability and any medical conditions which may impact on their housing requirements.

Consideration of support required by tenants remaining in the schemes through the closure period because of ill health or disability will form part of the weekly risk management review process.

Fully accessible bathing facilities are available at Conrad Court, Cinnamon Court and Cedar Court. Each flat has its own wet room and there is a shared assisted bath for those people who would prefer to bathe. This provision better supports the personal care needs of people with disabilities than Kenton Court and Somerville.

Gender reassignment

There is no data available on gender re-assignment for tenants at Somerville and Kenton Court. Social care staff and/or housing officers have offered opportunities for tenants to disclose this information if they choose. In any eventuality, tenants will be referred to by the name and/or gender pronouns with which they identify themselves.

Marriage and Civil Partnership

Marriage and civil partnership status at Somerville and Kenton Court

	Total
unmarried	8
married	2
divorced	1
unknown/not recorded	5
widowed	2
Grand Total	18

Key considerations/impacts:

The extra care service at Conrad Court, Cinnamon Court and Cedar Court offers more spacious living accommodation than that which is available at either Somerville and Kenton Court. This will provide an opportunity for those tenants who are married or in a civil partnership to have more space. In some instances, the small unit size at Somerville and Kenton Court may have discouraged some prospective tenants from considering the schemes. Overall the new build extra care provision will offer more opportunities for married people and those in civil partnerships and may have a positive impact to older adults who are married or in a civil partnership including the opportunity to sleep separately if required

Ethnicity

Ethnicity of Somerville and Kenton tenants

Ethnicity	Total
Black African	1
Black Caribbean	4
White British	11
White Irish	2
Grand Total	18

Key considerations/impacts:

Within the schemes there may be a slight overrepresentation of tenants who are Black Caribbean and an underrepresentation of other BME groups. This analysis is based on current census data, which refers to the over 65 population, and not the over 55 population. However, the proposal s to close the extra care service does not have a significantly negative impact on older people from different ethnic backgrounds.

Religion or belief

Religion of tenants at Somerville and Kenton Court

Religion	Total
Christian	9
No Religion	3
Not recorded	4
Non Specific Belief	2
Grand Total	18

Key considerations/impacts:

Tenants who specified a religion (half of the remaining number) identified themselves as Christian. Other tenants identified themselves as having no religion or non-specific beliefs, or data on their religious beliefs was not recorded.

During the closure process, religious beliefs will be taken into consideration. Where people have strong ties to their local religious communities, specific attention will be given to identifying accommodation and/or transport and/or social link solutions which enable them to continue to practice their religious beliefs including exploring ways of maintaining links with current church networks . It is not anticipated that proposals for closure will have a high negative impact on the group, though there may be individual specific variations that will require close consideration.

Gender

Gender of tenants at Somerville and Kenton Court

	Total
Male	13
Female	5

Grand Total	18
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Key considerations/impacts:

The numbers are small, however, the period of voluntary moves pre and during the formal consultation period, means that women are currently better represented in the tenant group than previously, though they remain significantly under represented (27%) The closure proposals may have a positive impact for women.

Anecdotal evidence suggests that male 'dominated' schemes may be unpopular with prospective female tenants, who may perceive that they are not as safe for them. The new model of service at the extra care scheme at Conrad Court which is looking to attract more active people over 55 with no care needs is likely to attract wider interest from women over 55. LBL works with its existing extra care provider at Cedar and Cinnamon Court to monitor gender balance and will work with the Conrad Court provider to ensure that there is a positive long-term impact for women.

Sexual orientation

Sexual orientation for all but one resident, which is recorded as heterosexual, is not recorded.

Key considerations/impacts:

There is a lack of data available on sexual orientation of tenants at Somerville and Kenton Court. Anecdotally, older adults do not wish to discuss issues of sexuality. It is not anticipated that there will be any negative impact related to the sexual orientation protected characteristic as a result of the proposals. However, social care staff will sensitively explore this with tenants as part of a review.

Informal consultation & communication with tenantsInitial consultation with tenants

Letters to explain purpose of the 4th December Mayor and Cabinet Report were delivered and verbally explained to each tenant by an extra care service manager.

Two open meetings then took place (one in each location) to allow for a general question and answer session. Tenants and their families were invited to those meetings, 12 of 16 tenants attended at Somerville and 11 of 14 tenants attended at Kenton Court. A summary of the points raised at both was circulated to all tenants and their families whether they attended the meeting or not.

Housing Officers also attended informal 'afternoon teas' at each of the two premises.

A comments book was also placed at each location so that tenants and their families could independently record any 'ad hoc' comments, queries or concerns that they might want to raise.

Social care assessments

Following these consultation events, service management and social work staff also wrote individually to all tenants and subsequently made arrangements to meet formally with them and their family or advocate to undertake a care review. Reviews were undertaken between February and April 2014. Tenants were sent a copy of their individual reviews.

Tenants were given information about other extra care and sheltered schemes in the borough and were advised of the new extra care schemes being developed in the borough, and in particular the first of these at Conrad Court expected to be available from July (though

opening was in fact delayed till October 2014). Opportunities were given for supported visits to existing extra care services.

Housing interviews

Referrals to Housing have taken place where there has been an interest expressed in a move to alternative extra care provision or mainstream sheltered housing. During the informal consultation process, some people have chosen to move voluntarily to schemes available in line with their assessed social care needs. Tenants have been informed that there is support available to help with removals, and of the discretionary payment available to help with their costs.

Tenants were also advised by individual letter, which was explained verbally and a copy put on the schemes' notice boards, in December 2013 and June 2014 of the proposals being put before Mayor and Cabinet to close Kenton Court and Somerville and the extra care service being delivered there.

Formal consultation and communication with tenants

Formal Social Care Consultation

In changing or altering services provided under Social Care legislation, each individual's needs for services must be individually reassessed before changing the services or the manner of delivery. This was completed as part of the informal process and assessments/reviews have been refreshed for specific tenants where needs have changed or where tenants have expressed an interest in moving voluntarily. In addition, in making proposals for service changes overall, there must be a proper and meaningful consultation with service users, their families and any other stakeholders to enable and facilitate clear understanding of the proposals and enable all stakeholders to express their views effectively.

A three-month consultation with tenants on proposals to close the extra care service at Somerville and Kenton Court was launched on July 17th 2014. A letter was hand-delivered to mark the start of the consultation period. These letters were verbally explained to tenants where required. At the request of the 24th June 2014 Mayor and Cabinet for an independent advocate to be identified, Healthwatch was appointed to ensure that tenants had a voice independent from the Council. Consultation meetings between officers, tenants, relatives and Healthwatch were held on 28th and 31st July 2014 at Somerville, where a total of 2 relatives and 4 tenants attended and 30th July and 6th August 2014 at Kenton Court, where a total of 4 relatives and 5 tenants attended.

Statutory Section 105 consultation

Section 105 of Part IV of the Housing Act 1985 makes it a requirement for a landlord authority to consult with those of its secure tenants who are likely to be substantially affected by a matter of housing management. The Act specifically identifies a programme of improvement or demolition to be a matter of housing management to which this applies.

A formal consultation with tenants on the future of the buildings was launched by letter on September 18th, with a closing date of 16th October 2014. Consultation meetings between officers, tenants, relatives and Health Watch were held on 22nd September at Kenton Court with 2 residents and 1 relative in attendance, and 25th September at Somerville with 6 residents and 2 relatives in attendance. Again, officers from both housing and social care and Healthwatch were present at all meetings.

General

The letters for both consultations provided a contact telephone number, address and e-mail address to ensure that people who could not attend the consultation drop-in meetings were able to contact the Council and/or Healthwatch about the proposals and to respond to the consultation. Tenants were also encouraged to speak to service staff if they had any comments and/or questions about the proposals. Additionally, housing staff visited the schemes throughout the consultation process.

Consultation about proposals to close the extra care service and consultation about proposals to close the two buildings are technically separate consultations. However, for the tenants themselves, the issues are closely intertwined and their responses inevitably often applied to both consultations.

Tenants were sent a summary of Frequently asked Questions following the social care consultation meetings.

Officers of the Council, and also Healthwatch representatives, organised individual 1:1 discussions during the consultation periods, to ensure that all residents had the opportunity to discuss their views.

Key impacts/opportunities of implementing the closure proposals:

There are likely to be short term negative impacts associated with the implementation of proposals to close the service. Many tenants have used both the formal and informal consultation periods to consider alternative housing and support services and many have identified preferences. Where tenants have moved voluntarily, those moves have been well supported and people are happy in their new homes. A small number of tenants (4) have felt unable to give any significant consideration to alternatives in the absence of an actual decision to close. The Council can mitigate the particular negative impact on those people by delaying the issuing of Notices of Seeking Possession (NoSPs) for a few months to give them an opportunity to work with officers further to the decision, to visit alternatives and express preferences.

The closure proposals are likely to have short-term negative impacts for older people, men and Black Caribbean people, which are the equalities groups which are overrepresented in the current in-house extra care schemes at Somerville and Kenton Court.

Overall assessment of impact on tenants

This Equalities Assessment Analysis notes the information which the Council currently has about the protected characteristics of people currently tenants at Kenton Court and Somerville. It demonstrates that the closure of Kenton Court and Somerville is likely to have some short term negative impacts for the existing tenants, but that there are actions that can be taken to mitigate these impacts. There are also some wider and longer term positive impacts which could result for the wider population of older adults in Lewisham if the proposals are implemented, such as the transfer of the extra care service from housing that is currently not meeting modern standards, to accommodation which is better suited to this purpose. This will help people live independently for as long as possible, delaying entry to residential care. The new model also positively encourages older couples and families more generally living together for longer.

Proposals for the closure of the buildings at Somerville and Kenton Court are based on options for re-developing both sites/schemes as 'general needs' Council housing, which will be subject to the Council's usual letting policy. Provision of new affordable housing is likely to have a beneficial impact on those groups who are over-represented on the Housing Register for example those who are homeless or overcrowded.

Assessment of relevant staff data

This part of the assessment sets out the equalities analysis assessment for staff should the closure of the extra care service at Somerville and Kenton Court be agreed. The June 2014 EAA reflected the proposed transfer of the in-house extra care service to Notting Hill Housing Trust at Conrad Court. However, the voluntary moves that have taken place to date have included other extra care services. Therefore, TUPE may or may not apply to staff working in the service.

A formal consultation meeting took place on 17th September 2014 between management and affected staff with their and Union representatives to set out and discuss the potential courses of action for staff should the extra care service close. However, it will only be possible to complete the EAA once the closure process has been completed, and it is clear whether TUPE applies or not and to which staff.

Therefore, the impacts set out in the June 2014 EAA remain valid. This suggested that the equalities impact is likely to be low, although due to the current make up of the team, in which 71% of posts are filled by female employees, and 57% of posts are filled by black employees, there will be some additional negative impact on women than on men.

Of the seven posts that are affected by the proposed service transfer the breakdown by grade is as follows

- Two posts (29%) are for staff graded SC6-S02
- Three posts (42%) are for staff graded SC3/5
- Two posts (29%) are for staff graded SC1-2 and below

The current composition of the workforce in posts that are proposed to be affected by the transfer is as follows.

By age:

- 16% are aged 41-45
- 42% are aged 51-55
- 42% are aged 55+

By gender:

- 71% are women
- 29% are men

By ethnicity

- 57% are Black
- 27% are White
- 16% are Mixed Race

By disability (where staff have chosen to declare their status)

- 16% are disabled

- 84% are not disabled.

By sexual orientation:

- 84% either chose not to declare this information or the information is unknown
- 16% are straight/heterosexual

Overall assessment of Staff data

The impact of the closure of Kenton Court and Somerville will be subject to further formal consultation with staff and the Unions. The initial EAA suggests that there will be low impact as a result of the proposals across gender, ethnicity, age and disability, although the current make up of the team does mean that more female staff will be affected by the proposals than male staff.

Action plan and timetable to support the implementation of the closure proposals

The activities laid out below will provide the project team with opportunities to further assess and address tenants' and staff's specific needs and to ensure that any negative equalities impacts are being mitigated through the closure period.

Activity	Details	Timescale
Communications	Tenants to be informed of Mayor and Cabinet decision.	November 2014
Re-housing options	All tenants who have not currently had an opportunity to do so will have re-housing interviews and be given the chance to visit relevant schemes.	December 2014 and January 2015
Social work assessments	Re-assessments of needs of remaining residents will be undertaken. These will be used to inform re-housing and support options. but also level of care and support available in Somerville and Kenton.	December 2014 and January 2015
Development of closure plan for Kenton Court and Somerville	Existing social work assessments and provider knowledge of the needs of remaining tenants will be used to derive an overall snapshot of need and therefore care and support required. A risk management plan will be put in place to ensure that tenants are properly supported and the buildings secure	November 2014 (revised weekly) and ongoing
NoSPs	Delay issue of NoSPs to facilitate constructive and positive engagement immediately post Mayor & Cabinet decision. In the event that issuing NoSPs becomes unavoidable, they will be personally delivered and explained to tenants and their families.	January 2015
Communications with staff	Staff to be informed of the Mayor & Cabinet decision Regular informal contact with the service manager through team meetings and 1:1s to discuss individual implications	November 2014 Ongoing post decision
Consultation with staff	Further formal consultation meetings with management staff and Unions regarding options	January 2015

	for staff	
Weekly project group meetings	Provide overview of re-housing requirements and process and to ensure relevant and timely support is available Ensure risk management plans are in place and reviewed to safeguard remaining tenants as buildings become progressively more empty.	November 2014 and weekly thereafter

Publication of Results

The results of this EAA will be reported on the Council's web pages as part of wider equalities data reporting appropriate.

Monitoring

The EAA Action plan and timeline for the proposed changes to extra care service delivery will be monitored through the project reporting structures.

Potential impact of proposals for tenants

Equalities Category	Potential Impact of closure for tenants	Assessment of impact	Actions
All	<p>Move from known community</p> <p>Move to better housing stock</p> <p>Move to more suitable housing stock</p> <p>Lack of understanding of alternative housing options available</p> <p>Lack of trust in decant team</p> <p>Security concerns as all vulnerable tenants</p> <p>Lack of continuity of care</p> <p>Anxieties about the actual closure proposal and through the period of closure</p>	<p>Negative</p> <p>Positive</p> <p>Positive</p> <p>Negative</p> <p>Negative</p> <p>Negative</p> <p>Negative</p> <p>Negative</p>	<p>Investigate and publicise social networking opportunities across the borough.</p> <p>New providers to ensure tenants are supported to attend on site groups and activities and are oriented to their new areas. Also to facilitate the maintenance of existing relationships/ friendships</p> <p>Ensure offer property meets housing need of tenant</p> <p>Detailed and continued support and advice provided to tenants by decant team.</p> <p>Maintenance of on site presence and working relationships between housing officers and tenants.</p> <p>Ensure adequate security within the building during any decant process.</p> <p>All tenants will have planned and unplanned opportunity to talk to service staff and housing officers about their concerns and any information they need to assist with decision making as part of the closure implementation.</p> <p>There will always be a member of staff overnight</p> <p>Service staff will ensure they see and talk to every tenant every day</p> <p>Manage staffing implications including potential TUPE implications of transfer of service</p>
Gender	<p>Social networks harder to maintain</p> <p>Security concerns for women</p> <p>Women will become a significantly small number within the remaining tenant group</p>	<p>Negative</p> <p>Negative</p> <p>Negative</p>	<p>Investigate and publicise social networking opportunities across the borough.</p> <p>Identify and implement process to ensure estate is kept safe and isn't squatted.</p> <p>Staff will ensure that women receive particular attention during communal events and do not isolate themselves in their flats</p>
Gender re-assignment	<p>Support networks harder to maintain. There is no evidence of gender reassignment among current tenants</p>	N/A	N/A
Pregnancy & maternity	<p>Due to the age range of tenants in Somerville and Kenton Court, there is no anticipated impact for this characteristic.</p>	N/A	N/A
Ethnicity	<p>Language barriers (though the existing tenants have not evidence specific language barriers through the consultation period)</p> <p>Ethnic community ties weakened/strengthened depending on location of decant property</p> <p>BME residents are nearly twice as likely to live in homes that do not meet decent homes standards and are overcrowded - potential moves to other housing stock or request to return would improve chances of decent homes.</p>	<p>Negative</p> <p>Negative/Positive</p> <p>Positive</p>	<p>Use of interpreters and translated materials as appropriate</p> <p>Assessment of possible community ties during decant interview process, team to assist tenant with bidding for properties via specialist RSLs where appropriate.</p>
Religion & belief	<p>Change of parish could affect social networks</p> <p>Move could be closer to place of worship</p> <p>Gender considerations for specific religions may mean some households can only be interviewed by female staff.</p> <p>Decant timetable could mean that key dates fall during religious festivals</p> <p>There are no specific gender beliefs related to religion in the scheme</p>	<p>Negative</p> <p>Positive</p> <p>Neutral</p> <p>Negative</p>	<p>Assessment of possible community ties during decant interview process, team to assist tenants with bidding for properties via specialist RSLs where appropriate.</p> <p>Ensure record is kept of households where a female member of staff is required so that there are no unnecessary delays in interviewing or contact with the tenant.</p> <p>Decant team to ensure that religious beliefs and tenets are taken into account when arranging meetings and moves.</p> <p>Providers to facilitate orientation to new places of worship and any religious requirements</p> <p>Recognise the importance of Christmas for this client group as a key celebration point and therefore also a sensitivity to decision making over that period</p>
Marital status/civil partnership	<p>Co-habiting couples who haven't registered their partner could be treated differently from those who are married/in a civil partnership</p> <p>There are no specific issues relating to marital status/ civil partnership</p>	Negative	<p>Review housing policy on placement of couples and ensure tenants are aware of what tenancy rights any partner living at the address may have.</p>

Equalities Category	Potential Impact of closure for tenants	Assessment of impact	Actions
Disability	<p>Difficulty accessing meetings and/or information relating to the proposals</p> <p>Current properties may have been adapted to meet specific needs, decant properties won't have these as standard.</p> <p>Overall, the quality of the fabric of the buildings at Somerville and Kenton Court have been acknowledged to be inappropriate for people with mobility issues.</p> <p>Some specific needs have been highlighted as a result of social care assessments and housing officer visits.</p> <p>Some people have long term relationships with a specific GP practice</p> <p>Some people may lack capacity to make decisions relating to moving</p>	<p>Negative</p> <p>Negative/positive</p> <p>Positive</p> <p>Positive</p> <p>Positive</p> <p>Negative</p> <p>Negative</p>	<p>Hold meetings in Kenton and Somerville/ tenants' flats.</p> <p>Information to be accessible according to a person's needs and tenants to have information verbally explained to them, or a family member or advocate involved in the process</p> <p>Alternative service offers to be DDA compliant</p> <p>Decant officers to ensure adaptations can be matched or improved upon in decant property. OTs to provide support. S/W to ensure that transferred aids are fit for purpose</p> <p>Decant officers to refer vulnerable tenants to providers of specialist services.</p> <p>Alternative housing provision at Conrad Court, Cedar or Cinnamon Court is more accessible by design.</p> <p>Social work and current provider to ensure that all information about people's clinical needs, medication etc is kept updated on the care plan</p> <p>Receiving provider to ensure that tenant is registered with new GP, that there is an early appointment/ Health check up with the new GP and to ensure that their staff are skilled in supporting/ meeting the specific medical need.</p> <p>Social care and provider staff to ensure that disability and health information is transferred in a timely manner between existing and new GP practices. Social care to ensure that the Lead Operational Manager for the specific neighbourhood is aware that the person has moved.</p> <p>Risks associated with any 'interim/ transfer' period (e.g. District Nurse administration of insulin injections) are highlighted and managed before the person moves.</p> <p>Appoint an IMCA where required</p> <p>Offer access to advocacy service for ongoing independent advice and support</p>
Age	<p>Pensioners' income might not be able to meet higher rental levels in other socially rented properties.</p> <p>Social networks formed within existing schemes may be harder to maintain</p> <p>Opportunity to provide support where need hasn't previously been identified</p> <p>Older people may have difficulty in attending to long conversations</p> <p>Older people may be more confused and forgetful following a move</p>	<p>Negative</p> <p>Negative</p> <p>Positive</p> <p>Negative</p> <p>Negative</p>	<p>Decant team/social work/new providers to work with households to ensure benefit levels are correct and that rental level is manageable.</p> <p>Investigate and publicise social networking opportunities across the borough. New providers to ensure tenants are supported to attend on site groups and activities and are oriented to their new areas. Also to facilitate the maintenance of existing relationships/ friendships</p> <p>Decant officers can identify suitable properties and/or refer the tenant to support services within the council</p> <p>All discussions/ meetings should be 'chunked/ kept as short as possible</p> <p>Photographs should be taken of where tenant lives currently, and any tenants that they have a particular relationship with to take to their new home</p> <p>The receiving provider will be mindful that the person is in a new setting</p> <p>Update of social work assessment of need and risks to inform new service profile</p>
Sexual orientation	<p>May be same sex households in the schemes</p> <p>No specific issues relating to sexual orientation have been evidenced</p>	<p>Neutral</p> <p>Neutral</p>	<p>Where tenant is moving to an ALMO or RSL property, this organisation will need to meet or exceed current standards and support on tackling harassment and discrimination.</p> <p>The Care and Support service provided at Conrad Court, Cinnamon Court or Cedar Court will also need to meet or exceed current standards and support on tackling harassment or discrimination.</p>

Mayor and Cabinet		
Title	Comments of the Housing Select Committee on Kenton Court and Somerville Extra Care schemes	
Contributor	Housing Select Committee	Item 5
Class	Part 1 (open)	12 November 2014

1. Summary

- 1.1 This report informs the Mayor and Cabinet of the comments of the Housing Select Committee, arising from discussions held on an officer report about Kenton Court and Somerville Extra Care schemes.

2. Recommendation

- 2.1 The Mayor is recommended to note the views of Housing Select Committee, as set out in section three of this referral.

3. Housing Select Committee views

- 3.1 On 11 November 2014, the Housing Select Committee considered a report from officers about the Kenton Court and Somerville Extra Care schemes.
- 3.2 The Committee recommended that Mayor and Cabinet should give particular consideration to the recommendations made in the Healthwatch consultation report.

4. Financial implications

- 4.1 There are no financial implications arising from the implementation of the recommendation in this report.

5. Legal implications

- 5.1 The Constitution provides for Select Committees to refer reports to the Mayor and Cabinet, who are obliged to consider the report and the proposed response from the relevant Executive Director; and report back to the Committee within two months (not including recess).

Background papers

Kenton Court and Somerville Extra Care schemes, Housing Select Committee 11 November 2014 <http://tinyurl.com/plfwckt>

If you have any questions about this referral, please contact Timothy Andrew, Scrutiny Manager (ext. 47916), or Kevin Flaherty, Head of Business and Committee (0208 3149327)

MAYOR AND CABINET			
Report Title	Measures to increase the supply of permanent primary school places: Proposal to enlarge Sir Francis Drake Primary School		
Key Decision	Yes	Item No.	
Ward	Evelyn		
Contributors	Executive Director for Children and Young People, Executive Director Regeneration & Resources, Head of Law		
Class	Part 1	Date:	November 12 2014

1. Summary

- 1.1 This report describes the building proposals for the enlarged Sir Francis Drake Primary School and how they were developed.

2. Purpose

- 2.1 The report requests that the Mayor notes the discussions which have taken place to secure satisfactory building proposals for the enlargement of Sir Francis Drake from 1-2 forms of entry with effect from September 2016 and to agree to the element of local authority funding for the scheme proposed by officers.

3. Recommendations

That the Mayor:

- 3.1 notes the process of engagement with the school and the Education Funding Agency to develop a satisfactory building scheme to support the enlargement of Sir Francis Drake Primary School;
- 3.2 agrees that a maximum sum of £200,000 be committed by the London Borough of Lewisham to enhance the delivery of the scheme beyond that funded by the Educational funding Agency (EFA).

4. Policy Context

- 4.1 The proposals within this report are consistent with 'Shaping Our Future: Lewisham's Sustainable Community Strategy' and the Council's corporate priorities. In particular, they relate to the Council's priorities regarding young people's achievement and involvement, including inspiring and supporting young people to achieve their potential, the protection of children and young people and ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community.

- 4.2 The Local Authority has a duty to ensure the provision of sufficient places for pupils of statutory school age and, within financial constraints, accommodation that is both suitable and in good condition.
- 4.3 In aiming to improve on the provision of facilities for primary education in Lewisham which are appropriate for the 21st century, the implementation of a successful primary places strategy will contribute to the delivery of the corporate priority Young people's achievement and involvement: raising educational attainment and improving facilities for young people through partnership working.
- 4.4 It supports the delivery of Lewisham's Children & Young People's Plan (CYPP), which sets out the Council's vision for improving outcomes for all children and young people, and in so doing reducing the achievement gap between our most disadvantaged pupils and their peers. It also articulates the objective of improving outcomes for children with identified SEN and disabilities by ensuring that their needs are met.

The Primary Capital Programme (PCP) and Lewisham's Primary Strategy for Change

- 4.5 A priority in the Primary Strategy for Change (PSfC) is the provision of sufficient places at the right time to meet future needs within and between Primary Places Planning Localities (PPPLs) in the Borough. As stated in Lewisham's June 2008 PSfC:
- "Ensuring that sufficient places are provided in localities at the right time will take precedence over significant investment in schools where the rectification of conditions and suitability issues will not produce additional places. "
- 4.6 Dependent upon future central government decisions on capital delivery, it is proposed that the borough's Primary Capital Programme will continue to be governed by the following criteria as set out in the 2008 PSfC:
- Provide sufficient places at the right time to meet future needs within and between planning localities in the Borough
 - Improve conditions and suitability of schools in order to raise standards
 - Increase the influence of successful and popular schools
 - Maximise the efficient delivery of education in relation to the size of the school, removing half-form entries and promoting continuity of education
 - Enable school extended services for pupils, parents and communities
 - Optimise the Council's capital resources available for investment.

5. Background

Statutory process

- 5.1. On June 25th 2014 the Mayor received a report on the statutory consultation process to the proposal to enlarge Sir Francis Drake Primary school from 1 to 2 forms of entry.
- 5.2 After consideration the Mayor agreed that the proposal to enlarge Sir Francis Drake Primary School from 1 to 2 forms of entry with effect from September 2016, subject to the development of satisfactory building proposals in partnership with EFA be approved.

6. Development of the Building Proposals

6.1 Priority Schools Building Programme: the role of the Education Funding Agency (EFA)

- 6.1.1 In 2010 the new coalition government launched the Priority School Building programme (PSBP). This is intended to replace school buildings in poor condition and also offered the opportunity to expand schools in areas of high demand. The government's original intention had been to finance the programme through a Private Finance Initiative (PFI).
- 6.1.2 The local authority bid successfully to the Priority School Building programme to rebuild and enlarge Sir Francis Drake, reflecting the extent of major maintenance works that would become due in the near future. The scheme is now to be delivered without a PFI. The EFA is managing the procurement and construction of the building but has required the LA to undertake the statutory process to enlarge the school.
- 6.1.3 In view of the changing levels of demand in the area the LA has proposed enlargement from September 2016.
- 6.1.4 The building delivered by EFA will be in line with the specifications agreed by the James Committee. The focus will be on the delivery of a modern, functional building which meets the government's revised guidelines for space which have recently been revised down from those previously published. The standardised designs offer less flexibility in design in order to reduce construction costs but are adapted to meet the specific circumstances of each site. The budget will not meet the cost of any additional planning conditions. The EFA has sought a commitment from the LA that it will meet the cost of any planning conditions, including traffic management proposals. The LA has agreed to meet the cost of the latter, but has insisted on mayoral approval of any further costs to the LA resulting from planning requirements beyond the scope of the EFA's standardised design brief.

6.2 Design Development

- 6.2.1 Priority School Building Programme Schemes are designed through a programme of engagement meetings completed over a 6 week period. The meetings for Sir Francis Drake involved a core group of the EFA, the contractor, the architect, a school governor representative, the head teacher and a local authority representative. Consultants working on landscape and ICT design were invited to approximately half of the meetings. The local authority's IT Strategic lead is working with the EFA ICT consultant to ensure system compatibility. The EFA is clear that the main decisions about the building will be made by the EFA's internal Design Team, along with external technical experts. They are responsible for ensuring that the contractor's proposals reflect the information contained in the surveys and are compliant with the Facilities Output Specification. The school's role is to input into the design process rather than to assess technical compliance. The LA was also invited to contribute to the meetings on the same basis.
- 6.2.2 The presentations made at each meeting were posted onto a secure website. This was also made available to local authority planners and nominated governors so that comments could be gathered. The EFA does not share other information gathered through surveys. The agreed approach is that, once a point is reached where there is no potential for commercial sensitivities to arise, the EFA will share factual information with schools at their request. This is done to safeguard commercially sensitive information. The only information to be shared immediately is

if any survey information highlights an issue that the school should respond to immediately (e.g. for health and safety reasons). In these circumstances, the EFA will share the information straight away.

- 6.2.3 The meetings were originally scheduled to take place in July and August but then re-scheduled to run from September 11th to October 16th 2014. In addition to the scheduled meetings, governors met with the EFA's Head of Operations for the Priority School Building Programme to discuss certain contested items including access to technical specifications. There were also meetings and teleconferences between LA officers and the governing body.
- 6.2.4 The proposals were discussed on two occasions with Lewisham's Design Review Panel. The National Planning Policy Framework recommends that each local planning authority should establish a Design Review Panel to provide an independent peer review of key developments. The panel assists and encourages developers and their design teams to achieve and deliver high quality design in their development proposal and their role is advisory. Further information on the Lewisham Design review panel can be found at the following link:
<http://www.lewisham.gov.uk/myservices/planning/conservation/Pages/Design-Review-Panel.aspx>
- 6.2.5 The starting point for the design was the proposal which came from the initial feasibility study completed by Mott MacDonald for inclusion in the tender pack. This located the new school on the western edge of the school site, currently the Key Stage 2 playground. It had been established in early discussions with Lewisham Planners that it would not be possible to decant the school into temporary buildings in Deptford Park. The LA does not have available a decant site which would be suitably close to the school and available within the required timescale. Locating the building on current playground space would mean that the current buildings could be retained until the new school is built, albeit with a constrained play area. The site development proposal also took into account the adjacent Neptune Wharf development. This will include a multi-storey building adjacent to the school making it more acceptable for the school to include three-storey elements. The EFA therefore opted for a location on the western edge of the site since it would avoid a decant and would offer greater design flexibility. This was discussed with the Design Review Panelⁱ who agreed that this was the most appropriate location and offered the opportunity to relate the school to the Neptune Wharf development providing a "Civic presence" at the junction of Grinstead Road and Scawen Road.
- 6.2.6 A preferred footprint was developed early on in the process which includes some three storey elements. The orientation of the building and the sequence/layout of the rooms were intended to reach design freeze after meeting 4. However at meeting 5 governors presented an alternative layout for consideration.
- 6.2.7 The site design, developed by the EFA's architect, maintains the pupil entrance in Scawen Road but introduces a separate visitor entrance on the junction of Grinstead Road and Scawen Road for day-time use. Locating the administrative functions of the school in this area also means that the two Reception classes and the two Year 1 classes have direct access to an external area (a requirement for the Reception curriculum and optional for Year 1). Governors had considered where the new design located the "core" of the school. They wished to maintain all access to the site from Scawen Road and to re-locate the school office so that it overlooked the playground for supervision of pupils and visitors. This would replicate the positions in the current building. This option was considered by the EFA to be unsuitable because it could raise safeguarding issues and also because it would mean that the Year 1 classes were separated. It would also generate other changes to the alignment of services throughout the building which were considered to be inefficient.

- 6.2.8 The final scheme presented at meeting 6 reflects the comments received at a second presentation to the Design Review Panel which showed layout, elevations and proposed finishes. This will form the basis of the planning application from the EFA.
- 6.2.9 At the conclusion of the engagement meetings with the EFA, governors still have concerns relating to some of the constraints which are a condition of the EFA funded scheme. These concerns include limitations on classroom and corridor sizes, and the lack of provision of outside toilets. However, they accept that considerable progress has been made on the details of both interior and playground design to meet the school's needs, including modifications to ground floor toilets to make them accessible from the playground, and the proposed provision by the LA of canopies for the Reception classes. They understand that the fulfilment by the LA of any Planning requirements related to Highways modifications will follow in due course, as will the finalisation of proposed arrangements for the temporary use of part of Deptford Park during the build. With the Mayor's agreement, the LA will also consider a request from the governors to pay for future proofing through reinforced foundations for part of the new building should it prove affordable

6.3 Proposed Building

- 6.3.1 The building meets the guidance published in March 2014 *Baseline Designs for schools*. This can be accessed via the links below. The technical specification for Sir Francis Drake's building is equivalent to the specification for EFA funded Free Schools and Academies. The footprint of the building is minimised by the use of 3 storeys in some areas but not throughout.. This has increased the amount of available external space by 500m²

<https://www.gov.uk/government/publications/baseline-designs-for-schools-guidance/baseline-designs-for-schools-guidance>

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/324056/BB103_Area_Guidelines_for_Mainstream_Schools_CORRECTED_25_06_14.pdf

- 6.3.2. Classroom sizes conform to the area guidelines published earlier this year (Building Bulletin 103). These are the classroom sizes offered in new buildings schemes funded through the Local Authority's Basic Need allocations. The Reception classrooms are 62m² and Infant / Junior classrooms are 55m². The main hall will be 181m² supplemented with a studio hall of 56m². The pupil entrance is from Scawen Road and the secure visitor entrance is on the junction of Grinstead and Scawen Road. Deliveries will be made from Trundley's Road with the current entrance moved closer to the new kitchen.
- 6.3.3. The proposed external finish is a mix of timber and panel cladding in flame resistant and weather proof materials. Windows will be fixed and operable louvre with a powder coat or anodised finish. Modelling has been done to test the ventilation to the rooms to ensure that it meets the Building Bulletin guidelines. The acoustics have been modelled to take account of external noise including traffic and the adjacent train main line. This has identified the required control measures which have been incorporated.
- 6.3.4 The landscape design incorporates legacy items such as the trim trail bought by the school in the last 5 years and the pavilion currently used for outdoor teaching. The scheme incorporates considerable elements of the existing planting. The largest play ground area includes a separated area for Reception pupils, a fenced Multi-Use Games area, and a playground for Junior and Infant pupils with mixes soft play/habitat and hard surfaces. There is an area for outdoor dining and quiet learning between the school and the boundary with Grinstead Road.

6.4 Issues considered during the design process

6.4.1 As noted above, governors proposed an alternative ground floor lay-out for the school which was considered but not accepted. Other smaller proposals for change were incorporated and endorsed by the EFA Technical Design Panel.

6.4.2 Governors raised a number of issues which are deemed to be outside of the EFA remit, but could be funded through the Local Authority.

6.4.2.1 Use of Deptford Park

The playground available during the construction period will be very limited. Initial discussions with Planners had led the EFA to believe that Deptford Park would be completely unavailable. Planners have clarified that they would have no objection to the short-term use of the park for play whilst the school site is re-developed. This would cover the construction of the new building, the demolition of the current buildings and the subsequent landscaping of the site. The EFA has indicated that they will meet the capital costs of this provision, though the detail has yet to be finalised. Discussions are in hand to agree the area to be fenced off. The specification will include the type and amount of medium height fencing and the nature of a covering to protect the grass. Toilets have been requested by the school. This is not acceptable to Planners or Park managers. Ward Members have been kept informed of the proposal and will continue to be consulted on the proposals for the use of the Park. There will be a local consultation as part of the Planning Application process. The LA will be liable for any revenue costs such as additional playground supervision. The Headteacher has visited other schools with restricted outdoor play areas. Together with LA officers, she will develop a management plan, drawing on established good practise, including managing limited access to toilets, which the EFA will include in its Planning Application.

6.4.2.2 Landscaping and Playground. The design proposal presented to the final engagement meeting incorporates legacy equipment from the current playground. It also includes representations of other items such as seating for quiet reading which may not be funded by the EFA. The EFA has undertaken to provide a costed list of the items included in their scheme for review.

6.4.2.3 Opportunities for future development

Governors asked whether opportunities to “future proof” the building could be included, specifically deeper foundations which might offer the opportunity to build over areas of flat roof to provide additional rooms. The EFA has undertaken to provide an estimate of the cost for consideration by the LA.

6.4.2.4 Compliance with LBL insurance specification

The relevant specification has been supplied and is under review to ensure that it meets the specification of the LA’s insurer of school buildings. The building proposal does not include the provision of CCTV.

6.4.2.5 Road Safety Measures

Governors asked for information about the road safety measures which might be implemented. Planning Officers have confirmed that a number of road improvements are proposed in the area which will benefit Sir Francis Drake. A Table crossing is to be installed, as part of the Neptune Wharf development, in Grinstead Road adjacent to the junction with Scawen Road. Some of the railway arches will be opened up to improve pedestrian access through the development and avoid the bottleneck as Trundleys Road passes beneath the railway. Transport for London proposes to fund “Quietways” for cyclists in the area. The consultation is currently open and can be accessed via the following link.

<http://www.lewisham.gov.uk/inmyarea/regeneration/deptford/north-lewisham-links/Pages/Cycling-Quietway.aspx> . Planning officers will consider other necessary

measures in Scawen Road as part of the determination of the Planning Application. The LA has agreed to its liability for the cost of these improvements as a condition of the delivery of the scheme by the EFA.

6.4.2.6 It was established during the design process that the EFA specification does not include canopies outside Reception class rooms. Officers advise that these are essential to ensure that the Early Years curriculum can be delivered and are included in all Lewisham schemes funded through Basic Need funding. Officers recommend that the LA should underwrite the cost of canopies to the Reception classrooms within the funding recommendation set out at Paragraph 3.2.

6.4.2.7 Playground markings

Currently the Junior and Infant play areas are separated. Governors have requested that the LA should fund similar demarcation in the new playground. Officers advise that this is not necessary or appropriate.

6.4.2.8 Outside Toilets

Governors requested that an outdoor toilet block should be provided for use during play-time, especially for children playing at the far end of the playground. The EFA was not prepared to fund this but has amended the ground floor layout so that toilets can be accessed from the playground without entering the building. Officers advise that this is an appropriate solution. Other recent LA builds have included ground floor toilets which can be accessed from the playground. The addition of a toilet block would have taken up valuable playground space at a cost which would have had to be met by the LA.

6.4.2.9 Visitors' Entrance

The Design Review Panel recommended that the Design Team should establish whether the design of the visitor's entrance was compliant with Department for Education (DfE) requirements regarding the protection of playing fields. The Secretary of State (SoS) has a general presumption against the need to change the current pattern of school playing field provision by disposal or change of use. The site area at the corner of Scawen Street and Grinstead Road is currently classified as informal and social area under S77 and, therefore, approval to change its use to unfenced civic space would require SoS approval. The EFA has a class consent in relation to Section 77 for Priority School Building Programme (PSBP) schemes, and has confirmed that both the preferred option in the Feasibility Study for Sir Francis Drake and Galliford Try's current proposal as outlined to the Design Review Panel would be eligible for the PSBP class consent.

6.4.2.10 Timeline for construction, landscaping and highways improvements

Governors wish to obtain a realistic timetable from the EFA so that they can plan around the key events. Officers advise that this can only be confirmed once the planning application has been determined. However indicative timelines are being prepared and distributed to the school and the LA. Officers will continue to support the school through this process.

6.4.2.11 Engagement Process

The engagement process which is an integral part of the Priority School Building design programme, is extremely compressed, comprising 6 weekly meetings to arrive at the main elements of the design. The school and the local authority committed considerable resources to ensure that the final design was tailored as far as possible to meet the needs of the school within the constraints of the design brief. Both agreed that the timescale was not optimal and put particular strain on school and governor resources.

7. Proposed additional expenditure by Lewisham

- 7.1 The following elements of indicative expenditure are proposed up to a maximum of £200K:

Item	Indicative cost £
2x Reception Canopies	
Road Safety Measures (tbc)	
Strengthened foundations –part of building (tbc)	
Playground and other enhancements (tbc)	
TOTAL:	200K

8 Complaint

- 8.1 A complaint about the proposal to enlarge Sir Francis Drake was received 23 September. The complaint covered the following issues:
We found the consultation document gave every appearance of being simply an "issues paper". It contained no actual proposals or visible plans and the information given to consultees was wholly insufficient for anyone to make an informed response.

Complaints and objections about the initial consultation by parents[in February/March 2014] raised via emails to the Mayor and all responded to by Chris Threlfall. Chris Threlfall did not advise that there was a formal process for complaints and so it was inferred that it was his decision was his alone.

Local Evelyn Ward councillors and MP Joan Ruddock tried to help parents but Chris Threlfall was the one person who was dealing with this so effectively a stone wall. Public Notice was issued and 357 objections Mayor agreed to the proposal for Lewisham's first "Austerity" school to be built.

The DFE referred us to the Ombudsman who has told us there is a formal council process for complaints and to contact Barry Quirke.

- 8.2 The Council's complaints procedure can be viewed at the following link:
<http://www.lewisham.gov.uk/mayorandcouncil/Complaints-and-feedback/Pages/complaints-procedure.aspx>
This complaint was dealt with as a Stage 1 complaint where a response is prepared by a service manager. A response was sent October 6th.
- 8.3 On October 16th, the complainant lodged a request for the complaint to be dealt with under Stage 2. A Head of Service or Executive Director must respond by November 12th.

9 Financial implications

- 9.1 In the period 2008/09 to 2016/17 the Government has made available £114.95m Basic need grant available. In addition the Council has secured other grants of £18.65m and identified £4.3m of Section 106 monies to support the programme. This makes the total resources available over the period £137.9m. Against these resources the value of works estimated to be necessary are £157.25m to September 2016: this leaves an estimated shortfall of £19.3m. In the period to September 2019

additional works of £55m are estimated currently which includes £50m to meet secondary places demand equivalent to two secondary schools.

9.2 Capital Financial Implications

- 9.2.1 The costs for the construction of Sir Francis Drake were intended to be met through the government's Priority Schools Building Programme. However, it is now clear that, as a condition of the scheme, the EFA will not pick up the additional costs resulting from planning permission requirements. These costs are likely to relate to highways requirements and have been estimated at £50k as set out within paragraph 7.1 above. The governing body has raised concerns about some elements of the design and facilities provided by the EFA as part of the build and omissions from the scope. The local authority has agreed to meet the cost of a limited number of these concerns, as set out in paragraph 7.1. The costs of these, along with planning permission requirements, are estimated to be in the region of £200k and these are allowed for in the overall assessment of costs for the places programme as described in paragraph 9.1 above.
- 9.2.2 Although the LA had hoped to secure a rebuilt and expanded school at no cost, the contribution likely to be made will be a small proportion of the costs and could not be otherwise achieved with the resources available currently to the Council. The construction of a new build, two form entry school would be between £4.5 and 6m depending upon design, site conditions, procurement and the need for demolition and/or decant. The Council will therefore secure a very significant asset in return for its investment of up to £200k.
- 9.2.3 The construction works will provide an additional 30 places in September 2016 rising to a total of 210 additional places over the next 7 years.

9.3 Revenue Financial Implications

- 9.3.1 The revenue costs of running the fully expanded accommodation will be funded from the Dedicated Schools Grant with no burden falling on the General Fund resources of the Council.

10 **Legal Implications**

- 10.1 The Human Rights Act 1998 safeguards the rights of children in the Borough to educational provision, which the Council is empowered to provide in accordance with its duties under domestic legislation.
- 10.2 Section 14 of the Education Act 1996 obliges each local authority to ensure that there are sufficient primary and secondary schools available for its area i.e. the London Borough of Lewisham, although there is no requirement that those places should be exclusively in the borough. The Authority is not itself obliged to provide all the schools required, but to secure that they are available.
- 10.3 In exercising its responsibilities under section 14 of the Education Act 1996 a local authority must do so with a view to securing diversity in the provision of schools and increasing opportunities for parental choice.
- 10.4 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.

- 10.5 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.
- 10.6 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.
- 10.7 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/>
- 10.8 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
- 10.9 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/>
- 10.10 In deciding whether to agree the recommendations of this report, the Mayor must be satisfied that to do so is a reasonable exercise of his discretion on a consideration of all relevant matters and disregarding irrelevancies and having regard to all Guidance that he is statutorily required to consider.

11 Crime and Disorder Implications

- 11.1 There are no crime and disorder implications.

12 Equalities Implications

- 12.1 This report supports the delivery of the Council's Equalities programme by ensuring that all children whose parents /carers require a place in a Lewisham school will be able to access one. An Equalities Analysis Assessment has been undertaken and was attached as Appendix 8 in the report to the Mayor June 25th 2014.

13 Environmental Implications

- 13.1 The development aims to achieve BREEAM "Excellent" but, taking into account value for money considerations, is likely to achieve BREAAM "Very Good".

14 Risk assessment

- 14.1 There are significant reputational risks to the Council if it does not meet its statutory requirement to ensure sufficient primary school places are made available. If the EFA is unable to deliver this scheme the LA will need to fund a similar development placing more pressure on capital budgets.

15 Conclusion

- 15.1 This report and background papers demonstrate that there has been a thorough scrutiny of the EFA proposals for the re-development of Sir Francis Drake Primary as a 2 form of entry school. The building offered meets standards equivalent to buildings delivered through the LA's programme funded by Basic Need. The additional costs to the LA are judged by the LA to be reasonable and affordable. Governors should not incur higher running costs as a result of construction methods. In common with many other schools in Lewisham the school managers may need to review aspects of school management such as staggering playtimes. New practises can evolve as the school fills gradually from 2016.
- 15.2 The Mayor is therefore recommended to agree to the enlargement of Sir Francis Drake Primary School from 1 to 2 forms of entry with effect from September 2016.

Background Documents

Mayor & Cabinet June 25th 2014

<http://councilmeetings.lewisham.gov.uk/ieListDocuments.aspx?CId=139&MId=3282&Ver=4>

Mayor & Cabinet April 9th 2014

<http://councilmeetings.lewisham.gov.uk/documents/s28377/Permanent%20Primary%20Places%20Holbeach%20John%20Ball%20Coopers%20Lane%20and%20Sir%20Francis%20Drake.pdf>

Children and Young People Select Committee January 2014

<http://councilmeetings.lewisham.gov.uk/documents/s26896/06PrimaryAndSecondarySchoolPlacesPlanning29012014.pdf>

Mayor & Cabinet January 15th 2014

<http://councilmeetings.lewisham.gov.uk/documents/s26528/Permanent%20Primary%20School%20places.pdf>

Guidance on school organisation changes

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/278422/School_Organisation_Guidance_2014_-_Annex_B.pdf

If there are any queries arising from this report, please contact
Margaret Brightman, Place Manager, ext 48034

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Chief Officer Confirmation of Report Submission		
Cabinet Member Confirmation of Briefing		
Report for: Mayor		
Mayor and Cabinet		X
Mayor and Cabinet (Contracts)		
Executive Director		
Information <input type="checkbox"/>	Part 1 <input checked="" type="checkbox"/>	Part 2 <input type="checkbox"/>
Key Decision		<input type="checkbox"/>

Date of Meeting	12 th November 2014
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Title of Report	Financial Forecasts 2014/15
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Originator of Report	Selwyn Thompson	46932
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At the time of submission for the Agenda, I confirm that the report has:

Category	Yes	No
Financial Comments from Exec Director for Resources	X	
Legal Comments from the Head of Law	X	
Crime & Disorder Implications		X
Environmental Implications		X
Equality Implications/Impact Assessment (as appropriate)		X
Confirmed Adherence to Budget & Policy Framework		
Risk Assessment Comments (as appropriate)		
Reason for Urgency (as appropriate)		

Signed:  Executive Member

Date: _____

Signed:  Director/Head of Service

Date: 4-11-14

Control Record by Committee Support

Action	Date
Listed on Schedule of Business/Forward Plan (if appropriate)	
Draft Report Cleared at Agenda Planning Meeting (not delegated decisions)	
Submitted Report from CO Received by Committee Support	
Scheduled Date for Call-in (if appropriate)	
To be Referred to Full Council	

**Chief Officer Confirmation of Report Submission
Cabinet Member Confirmation of Briefing**

Report for: Mayor
 Mayor and Cabinet
 Mayor and Cabinet (Contracts)
 Executive Director
 Information Part 1 Part 2 Key Decision

Date of Meeting 12th November 2014

Title of Report Treasury Management Mid-year Review Report 2014/15

Originator of Report David Austin 49114

At the time of submission for the Agenda, I confirm that the report has:

Category	Yes	No
Financial Comments from Exec Director for Resources	X	
Legal Comments from the Head of Law	X	
Crime & Disorder Implications		X
Environmental Implications		X
Equality Implications/Impact Assessment (as appropriate)	X	
Confirmed Adherence to Budget & Policy Framework		
Risk Assessment Comments (as appropriate)		
Reason for Urgency (as appropriate)		

Signed: *Kevin Brown* Executive Member

Date: 3rd November 2014

Signed: ~~_____~~ Director/Head of Service

Date: 4-11-14

Control Record by Committee Support

Action	Date
Listed on Schedule of Business/Forward Plan (if appropriate)	
Draft Report Cleared at Agenda Planning Meeting (not delegated decisions)	
Submitted Report from CO Received by Committee Support	
Scheduled Date for Call-in (if appropriate)	
To be Referred to Full Council	

MAYOR & CABINET			
REPORT TITLE	Financial Forecasts 2014/15 (including Treasury mid-year review)		
KEY DECISION	No	Item No.	
WARD	N/A		
CONTRIBUTORS	Executive Director for Resources and Regeneration		
CLASS	Part 1	Date	12 November 2014

1 EXECUTIVE SUMMARY

1.1 This report sets out the financial forecasts for 2014/15 as at 30 September 2014. The key areas to note are as follows:

- An overspend of £10.6m against the directorates' net General Fund revenue budget is forecast. This compares to an overspend of £10.5m reported for the period to 31 July 2014.
- The revised budget for the Capital Programme for the year is £147m and the current forecast expenditure at the year end is £135m. As at 30 September 2014, some 26% of the forecast had been spent (£38.4m) which is below the figure expected on an even monthly profile, if the programme is to be delivered in full. The comparable figure at this point last year was 29% of the budget of £150.8m, with the final outturn being 96% of the revised budget.
- The Housing Revenue Account (HRA) is forecasting a surplus of £0.4m.
- The Dedicated Schools Grant (DSG) is forecast to spend to budget.
- As at 30 September 2014, council tax collection is 0.4% higher than last year in terms of the percentage of gross cash collected, but 0.4% lower than this year's profiled collection rate.
- Business rates collection is 2.8% lower than the same period last year and 1.9% lower than the monthly percentage profile required to achieve the overall target of 99% for the year.

2 PURPOSE

2.1 To set out the Council's financial forecasts for 2014/15.

3 RECOMMENDATION

The Mayor is asked to:

3.1 note the financial forecasts for the year ended 31 March 2015 and the action being taken by the Executive Directors to manage down the forecasted year-end overspend.

3.2 note the recommendations contained in the mid-year treasury strategy, attached at Appendix 1 which is asking the Mayor to:

3.2.1 note the report and the Council's MRP Policy

3.2.2 recommend for approval by full Council the following amendments to Treasury Management Strategy:

- Inclusion of Certificates of Deposits as a specified treasury instrument, and
- Increase in the limits of Treasury Bills from £20 million to £60 million.

4 POLICY CONTEXT

4.1 Reporting financial results in a clear and meaningful format contributes directly to the Council's tenth corporate priority which is 'inspiring efficiency, effectiveness and equity'.

5 OVERALL DIRECTORATE OUTTURN

5.1 The forecasts against the directorates' net general fund revenue budgets are shown in the Table 1 below. In summary, this is projecting a year-end overspend of £10.6m compared to a forecast overspend of £10.5m at the end of July 2014. At the same time last year, an overspend of £0.6m was forecast.

Table 1 – Overall Directorate position for 2014/15

Directorate	Gross budgeted spend	Gross budgeted income	Net budget	Forecast over/ (under) spend Sept 2014	Forecast over/ (under) spend July 2014
	£m	£m	£m	£m	£m
Children & Young People	74.3	(20.4)	53.9	9.0	8.6
Community Services	166.8	(57.2)	109.6	0.2	0.2
Customer Services	98.3	(62.5)	35.8	1.9	2.0
Resources & Regeneration	43.5	(11.9)	31.6	(0.5)	(0.3)
Directorate Totals	382.9	(152.0)	230.9	10.6	10.5
Corporate Items			37.2	0.0	0.0
Overall Total	382.9	(152.0)	268.1	10.6	10.5

(1) – gross figures exclude £268m Dedicated Schools' Grant expenditure and matching grant income

(2) – gross figures exclude approximately £225m matching income and expenditure for housing benefits. This figure is lower than last year due to the implementation of the Council Tax Reduction Scheme (CTRS), an effect of which is to replace benefits paid out with discounts at source

5.2 It should be noted that in setting the Council's budget for 2014, a sum of £3.9m was set aside and is being held corporately for managing 'risks and other budget pressures'. These are for such items which although difficult to quantify with absolute certainty, could prove significant should they materialise and be confirmed by the year end. The Executive Director for Resources and Regeneration advises that the overall net forecast overspend position of £10.6m could in part be alleviated by the entire use of this corporately held balance, thereby bringing the overall projection down to £6.7m.

5.3 At Mayor & Cabinet on 3 September 2014, officers received the Mayor's support for the introduction of a Corporate Expenditure Panel (CEP). The operation of the CEP will be overseen by the Chief Executive and the Executive Director for Resources and Regeneration and became operational from 23rd October 2014.

6 CHILDREN & YOUNG PEOPLE

6.1 The directorate is forecasting a year-end overspend of £9.0m. This has been set out in Table 2 and compares with £8.6m at the end of July. This time last year, an overspend of £1.2m was forecast and the year end result was an overspend of £4.1m.

Table 2 – Children & Young People Directorate

Service Area	Gross budgeted spend	Gross budgeted income – grants	Gross budgeted income - other	Net budget	Forecast over / (under) spend
	£m	£m	£m	£m	£m
Children's Social Care	45.9	(1.9)	(0.6)	43.4	3.0
No Recourse to Public Funds	0.7	(0.0)	(0.0)	0.7	6.2
Standards & Achievements	4.2	(0.2)	(2.2)	1.8	0.0
Education Infrastructure	1.4	(0.0)	(0.0)	1.4	(0.2)
Targeted Services and Joint Commissioning	13.2	(1.1)	(2.2)	9.9	0.6
Resources & Performance	8.9	(0.0)	(10.9)	(2.0)	(0.6)
Schools	0.0	(0.0)	(1.3)	(1.3)	0.0
Total	74.3	(3.2)	(17.2)	53.9	9.0

6.2 The most significant cost pressures for the directorate fall within the children's social care service area and amount to £9.2m. These are in the following three services areas.

6.2.1 *Clients with no recourse to public funds* continues to create a significant cost pressure and now stands at £6.2m. The forecast is based on the current payment levels and does not include any allowance for growth resulting from recent welfare reforms.

6.2.2 In 2013, the average number of cases accepted per month was 11. Since the pilot went live, the number of cases per month has been reduced to 0.6. To date, eight cases have been closed as a result of reassessment resulting in an annual saving of £0.2m.

6.2.3 The pilot team have identified 25 cases where 'access to employment and public funds allowed' status has been granted. The team will be working with claimants over the next three months to transition them to mainstream benefits. This could deliver savings of up to £0.6m per annum. There are a further 40 cases with no outstanding application with the Home Office. This could deliver savings of £0.9m. However, these are likely to be more complex cases requiring the completion of human rights assessments, possibly lengthy eviction proceedings and legal challenge. It should be noted that two temporary specialist project officers have been recruited to specifically focus on clearing these cases.

- 6.2.4 Due to the uncertainty of when these cases will cease only cautious approach has been taken on building the impact into the overspend and it has been reduced by £0.1m.
- 6.2.5 The placement budget for *looked after children (LAC)* is currently forecast to overspend by £2.0m. This includes adoption and special guardianship orders. The numbers of LAC at the end of September is 497, which is a net increase of 13 since April.
- 6.2.6 An increasing number of young people requiring support and national changes in housing benefit has created pressure on the *Children Leaving Care* budget. Also, delays in finding appropriate accommodation for some of the young people results in them remaining in expensive provision. The average caseload for the year so far is 73 against a budget assumption of 23. The budget is currently projected to overspend by £1.0m.
- 6.3 At the end of last year, the *School Transport* budget was overspent by £0.7m. A saving was also agreed of £0.5m which was to be achieved by increasing independent travel by students and reducing the unit costs of taxis. The current forecast is an overspend of £0.9m.
- 6.4 The last tendering around for taxi provision resulted in some reduced costs in line with the budget proposal however there has been some progress on the increased use of independent travel but the financial impact in the current year will be minimal.
- 6.5 While the underlying pressure remains and work on reducing the costs of travel assistance for 2015/16 continue to ensure the original saving proposal can be achieved. The plans that are in place are expected to deliver an annual saving of £1.0m.
- 6.6 There are other budget pressures within the Directorate particularly around legal fees as the family courts have once again begun seeking expert reports to support their decision making. This would create a budget pressure of £0.2m if it continues. Discussions are planned to take place with the judges to address this issue and if the outcome of these discussions are successful will relieve the pressure.
- 6.7 The key unit costs and activity levels within children's social care are summarised in Table 3 below.

Table 3 – Average weekly unit costs

	Average weekly unit costs		Client numbers
	Sept 2013 (£)	Sept 2014 (£)	Sept 2014
Local authority fostering	385	379	200
Agency fostering	875	873	211
Residential homes	2,969	3,205	48*

* This includes 7 clients who are in residential schools

- 6.8 These weekly unit costs demonstrate the importance of the directorate's strategy for shifting the balance of provision towards fostering, as well as trying to bear down on costs. For example, every client moving from agency to local authority fostering

results in a saving of around £26k per annum and around £121k for every movement from a residential placement to agency fostering.

7 COMMUNITY SERVICES

7.1 The directorate is forecasting a year end overspend of £0.2m, the same as at the end of July. At the same time last year, an underspend of £1.7m was projected with the actual results last year being an underspend of £5.1m.

Table 4 – Community Services

Service Area	Gross budgeted expenditure	Gross budgeted income	Net budget	Forecast over/ (under) spend
	£m	£m	£m	£m
Adult Services Division	105.0	(26.2)	78.8	2.5
Cultural & Community Development	22.5	(7.8)	14.7	(1.0)
Public Health	15.0	(15.0)	0.0	(0.5)
Crime Reduction & Supporting People	21.7	(8.0)	13.7	(0.3)
Strategy, Improvements & Partnerships	2.6	(0.2)	2.4	(0.5)
Total	166.8	(57.2)	109.6	0.2

*The net budget for Community Services has seen an in-year increase of £1.6m due to the transfer of the line management responsibility for licensing, trading standards & environmental health services. There are no significant variances being reported for these budgets.

7.3 The *Adult Services* division is forecast to overspend by £2.5m. This assumes achievement later in the year of savings of £1.1m in addition to savings already achieved. At the end of the last financial year, adult services underspent by £2.1m. Since the last report the Directorate has decided to reduce, delay or freeze spend on a number of non-essential areas in other divisions while further work is done to reduce spend on adult social care. These managed underspends are referred to in the sections on services below.

7.4 There are a number of over and underspends forecast against individual services within adult social care. The key issues to note are as follows:

- i. Social work staffing budgets are predicted to overspend by £0.5m. This is mostly due to the increased costs associated with Deprivation of Liberty Safeguards (DOLS) cases where activity has increased significantly in recent months following the recent Cheshire West court case. The full restructure of the social work service will now take effect in mid-September. For the first five months of the year, costs were higher than budgeted and this contributes to the overspend.
- ii. The in-house day care service is forecast to underspend by £0.7m. This reflects the reduced use of the centres as more service users receive non-building based services.
- iii. The largest overspends are on budgets for packages and placements where current forecasts are for an overspend of up to £3.3m. Part of this is attributable to demographic factors with increasing numbers of very frail elderly, older people

with dementia and younger physically disabled people. This pressure was estimated during the budget process at approximately £1m.

- iv. A further part of the overspend matches the reduced use of in-house day care, where the realignment of budgets will reduce overspends in one area and underspends in the other.
- v. Monitoring reports earlier in the year identified the cost pressure resulting from a lower than normal number of deaths over the winter. The pressure on older adults' budgets has continued over recent months with net increases in home care numbers increasing by 10-20 per month, much higher than normal at this time of year. There is evidence of increased activity from the hospital with more people being discharged who require intensive care packages. This has added to social care costs. Officers are working to analyse the cost increase in this area and will seek some additional funding from health. Local plans for use of winter pressures funding (paid by DH) have included £350k for care packages. This has reduced, but not eliminated, this cost pressure. The overspend on packages and placements also includes care provided to adults with no recourse to public funds.

7.5 The 2014/15 budget assumes savings of £7.2m for adult social care. As at the end of September 2014, savings of £4.2m had already been delivered. Delivery of a further £1.1m is expected in-year and is assumed in the figures in this report. Achievement of the remaining savings is not certain in this financial year. However, work is ongoing to progress these and to identify other areas where spend can be contained to offset any potential non-achievement.

7.6 A small underspend of £0.3m is forecast for *crime reduction and supporting people*, compared to an underspend of £1.4m in 2013/14 (and a projected underspend of £0.2m at period 5). There is a projected underspend of £0.1m on staffing in the core Neighbourhood Community Safety Team and a projected underspend of £0.1m on the Crime Reduction budget for once off projects following the decision to freeze uncommitted budgets. Additionally, the supporting people budget is now projected to underspend by £0.1m representing early achievement of part of the 2015/16 savings target.

7.7 In 2013/14, there was an overspend within the *youth offending service* of £0.3m as a result of the changes to the financing of secure remand and youth detention, meaning that local authorities now bear the full financial risk associated with this provision. The current year has seen a change in the balance between young people placed in Secure Children's Homes/Training Centres and the less expensive Young Offenders Institutes. This switch has stemmed in part from a change in the way the authority assess the young person's vulnerability criteria. The overall number of placements has also been unusually low in the first part of the year compared with 2013/14, but this remains a volatile area of spend which is not entirely controllable in that costs are driven by the number of local young people ordered into secure remand by the courts, the severity of their offences and hence how long they are held pending the court process. There is currently a small overspend (£50k) projected which the service will seek to absorb within its overall budget.

7.8 From April 2013, responsibility for local public health functions transferred to local authorities. Resources to fund these new functions were transferred in the form of a specific grant of £20.2m in 2014/15. This includes £4.9m relating to drug & alcohol

funding that has been managed by the council locally, so only the balance of £15.3m is managed by public health.

- 7.9 There are currently commitments against this budget totalling £14.8m. At this stage, it is assumed that none of this will be committed on new activity, but that it will be used to support eligible base budget activity. This will result in an underspend of £0.5m.
- 7.10 The *cultural and community services division* is forecasting an underspend of £1.0m which represents no change against last month, this compares to an underspend of £0.4m last year. The *community sector grants* service is forecasting an underspend of £0.4m which relates primarily to a reduced contribution to the London Boroughs Grants Scheme and a planned underspend of £0.3m against the budget for the community sector investment fund. Other budgets within the service where management action has created projected underspends are: libraries (£0.1m), community centres (£0.04m) and the lifecycle and dilapidations budget within the leisure management (£0.3m). Additionally, once-off underspends totalling £0.2m are projected for the leisure management service representing two contract reimbursements relating to events in previous years.
- 7.11 There is a £0.1m overspend forecast on the Deptford Lounge budget due to low levels of income generated from third party room hire which continues to be significantly lower than both the budgeted figure and income levels assumed in the original projections for the Deptford Lounge complex. The Broadway Theatre budget is forecasted to overspend by £0.1m due to slippage against delivery of 2014/15 savings.
- 7.12 The *strategy, improvements and partnerships division* is projecting an underspend on staffing of £0.5m which predominantly relates to the directorate management team budget.

8 CUSTOMER SERVICES

- 8.1 The directorate is forecasting a year-end overspend of £1.9m. This compares to an overspend £2.0m reported as at the end of July. The projection for the same period last year was £1.5m.

Table 5 – Customer Services

Service Area	Gross budgeted spend	Gross budgeted income	Net budget	Forecast over/(under) spend
	£m	£m	£m	£m
Strategic Housing and Regulatory services	13.7	(10.9)	2.8	1.6
Environment	37.8	(18.4)	19.4	0.3
Public Services *	37.3	(31.8)	5.5	(0.2)
Strategy & Performance (inc. IMT)	9.5	(1.4)	8.1	0.2
Total	98.3	(62.5)	35.8	1.9

* excludes £225m of matching income and expenditure in respect of housing benefits

- 8.2 The strategic housing and regulatory services is forecasting an overspend of £1.6m, an increase of £0.1m on last month's projection.

- 8.3 The number of bed & breakfast tenancies as at end of September 2014 was 509. This compares to 171 at the same time last year and is an increase of 191 on the figure as at the end of 2013/14. At this level, the overspend is expected to be in the region of £2.1m. In addition to this, the increased numbers have also impacted on the collection of rent leading to an increase in the provision for bad debts by £0.2m, giving a projected overspend of £2.3m. There is a risk that if the numbers continue to increase at the rate they have been since the beginning of the year, the overspend could rise to approximately £4m by the year-end. Measures have been put in place to reduce demand by increasing focus on homelessness prevention and an increase in supply by giving priority to homelessness cases in other forms of temporary accommodation and the increase in hostel places expected by the year-end to mitigate this risk as far as possible. Additional resources have also been assigned to improving rent collection. This is expected to reduce the need for an increased bad debt provision although this hasn't materialised in time for this report.
- 8.4 Officers have been modelling the potential longer term effects of the higher numbers in B&B, new supply expected to come on-line over the next year and the anticipated impact of measures in place to manage demand. Current indications arising from this exercise suggest that the pressure will continue throughout 2015/16 although at a lower level of around £1.5m.
- 8.5 As a part of the Future Lewisham budget review, Strategic Housing submitted a proposal to transfer commercial assets and garages from the HRA to the General Fund in 2015/16 subject to legal confirmation that the proposal isn't in contravention of HRA regulations. The council has recently received advice that confirms that they have the powers to make that transfer. The net effect on the General Fund is an increased income of £0.7m. Whilst this means the income is lost to the HRA, the proposal reduces debt in the HRA, thus increasing borrowing capacity to meet the Mayor's social housing priorities.
- 8.6 The move from the HRA to the General Fund is in itself an accounting adjustment and can be made at any time. In view of the current financial position, it has been decided to seek the Mayor's approval to make the transfer in 2014/15 to partially offset the overspend on bed and breakfast. The net variation being reported as at the end of September is an overspend of £1.6m, but it should be noted that this is subject to formal mayoral approval of the proposed transfer which will take place in November 2014.
- 8.7 The supply measures mentioned above will impact on the private sector leasing (PSL) budget in the short term, where a higher turnover will increase the loss of income due to increased void rates. Increased turnover will also impact on repairs and maintenance costs. This will be met from balances held in reserves for this purpose.
- 8.8 There is a projected £0.3m overspend due to the delayed implementation of proposed savings in *housing needs* and *housing partnership and development*. This is to be met from the redirection of unspent grant funding following a review of commitments.
- 8.9 The *environment division* is forecasting an overspend of £0.3m. This relates in part to *bereavement services* where a combination of increased coroners court and mercury abatement costs combined with a small income shortfall have resulted in a projected overspend of £0.1m. *Street management* are also reporting an overspend of £0.1m relating to an income shortfall in the lumber service and an overspend on

staffing in street cleansing. The balance of the overspend relates to minor staffing overspends across the division.

- 8.10 The *public services division* is projecting to an underspend of £0.2m. This reflects a projected overachievement of parking fine income.

9. RESOURCES AND REGENERATION

- 9.1 The directorate is forecasting an underspend of £0.5m. This compares to a forecast underspend of £0.3m at the end of July. At this point last year an underspend of £0.1m was forecast and the result for last year was an underspend of £2.4m. The table below sets out this year's forecast by service division.

Table 6 – Resources & Regeneration

Service Area	Gross budgeted spend	Gross budgeted income	Net budget	Forecast over/(under) spend
	£m	£m	£m	£m
Audit & Risk	5.5	(2.6)	2.9	0.0
Corporate Policy & Governance	3.4	0	3.4	(0.3)
Finance	5.2	(1.2)	4.0	(0.3)
Executive Office	0.2	0	0.2	0.0
Personnel & Development	3.0	(0.3)	2.7	(0.1)
Legal Services	2.7	(0.4)	2.3	(0.0)
Strategy	2.5	(0.4)	2.1	(0.2)
Planning & Economic Development	3.4	(1.6)	1.8	(0.2)
Regeneration & Asset Management	17.6	(5.4)	12.2	0.6
Total	43.5	(11.9)	31.6	(0.5)

- 9.2 The *audit & risk division* is forecasting a nil variance on its budget although there are balancing over and underspends within the division. Insurance is showing a £0.1m overspend due to instability in the insurance market leading to additional costs for the council's liability insurance premium. As highlighted in previous years, a proportion of any additional costs will be attributable to the Housing Revenue Account (HRA) and schools. An estimated recharge has now been accounted for but this will need to be reviewed in the light of the final costs once known and year end transfers to and from provisions in line with the actuaries report. There is also £0.1m relating to the internal audit budget where staff reorganisation and contract end costs have created a budget pressure. These are offset by underspends in Health and Safety and the Anti Fraud & Corruption Team which has received once off grant.
- 9.3 The *corporate policy & governance division* is forecasting an underspend of £0.3m. This is mainly in respect of staffing costs where several posts are being held vacant, though it also includes a series of smaller underspends across various supplies and services budgets.
- 9.4 The *finance division* is forecast to underspend by £0.3m. The bulk of this relates to the contingency for the directorate that is held within this division.
- 9.5 The *personnel & development division* is forecast to underspend by £0.1m. This is mainly due to reduced spend on learning & development and workforce planning.

- 9.6 The *legal services division* is now forecasting a nil variance now that income for reimbursed costs in relation to Lewisham Hospital have been finalised.
- 9.7 The *strategy division* is forecasting an underspend of £0.2m. This is mainly due to delayed recruitment of apprentices.
- 9.8 The *planning division* is forecasting an underspend of £0.2m. This is due to forecast increased land charge income.
- 9.9 The *regeneration & asset management division* is forecasting an overspend of £0.6m. This is mainly due to staffing costs pending a reorganisation later in the year however there are other significant overspends including rates, repairs & maintenance and the letting of the Town Hall, however the increased overspend is mainly due to a reduction in income arising from permit fees and charges for overruns in relation to utility companies roadworks. All of these are offset by street lighting PFI budget headroom and other minor miscellaneous underspends.

10 CORPORATE PROVISIONS AND TREASURY MANAGEMENT

- 10.1 The Corporate financial provisions include working balances, Capital Expenditure charged to the Revenue Account (CERA), and interest on revenue balances. These provisions are not expected to overspend although with the impact of continued reductions in service budgets, there is ever greater pressure on working balances. Certainty on their outturn only becomes clear at the end of the financial year.
- 10.2 With continued concerns about the stability of the banking sector, the council's treasury management strategy continues to be focused on avoiding risk, wherever possible. The mid-year treasury strategy is attached at Appendix 1 to this report. This presents the current economic conditions in which the Council is operating in respect of its investments and borrowing. It then sets out the Council's treasury performance and Capital position as at 30th September 2014. It also provides updates on the arrangements in place and an assessment of the current Treasury Management strategy as required by the Chartered Institute of Finance and Accountancy (CIPFA) Code of Practice.

11 DEDICATED SCHOOLS' GRANT (DSG)

- 11.1 The DSG settlement of £268.6m is set out in Table 7. This compares with the figure of £267.7m stated in the Budget 2014 report to the full Council in February 2014. The extra funding relates to the high needs block and covers some of the growth that the Council bid for. There will be further adjustments to the level of the DSG during the year, particularly on the early years' numbers when the forecast are revised to actual numbers.

Table 7 – DSG Settlement for 2014/15

	Before Academy Recoupment	After Academy recoupment
	£m	£m
2014/15 Schools Block	201.4	182.5
2014/15 Early Years Block	17.0	17.0
2014/15 High Needs Block	43.4	42.3

2014/15 Total additions and deductions for non block funding	6.8	6.8
2014/15 total DSG allocation	268.6	248.6

- 11.2 The current forecast indicates the Special Education Needs matrix budget is overspent by £0.4m when compared to the allocations given to the schools in the spring. The SEN team are currently cleansing the data but it is expected that there will be a further increase in the children on the matrix in September which will increase the overspend which is likely to be £0.7m.
- 11.3 There is an on-going review of children in special schools and which bands of needs they fall within. This will create a financial consequence that is currently uncertain. The students with SEN that attend FE colleges will also become clearer later in the autumn term.
- 11.4 There was an overspend in SEN at the end of last year of £0.8m and the above will add to the overspend on the matrix, making a total overspend of £1.5m. The Schools Forum is being asked not to distribute the reserves they hold to help offset the above.

12. HOUSING REVENUE ACCOUNT

- 12.1 The Housing Revenue Account (HRA) is projecting a surplus of £0.4m. This represents no movement since July's report and relates to additional tenants rental income and additional tenants and leaseholder service charge totalling of £0.4m.

13. COLLECTION FUND

- 13.1 As at 30 September 2014, £54.3m of council tax had been collected, which is 51.1% of the total amount due for the year of £106.3m. This is 0.4% lower than the profiled collection rate of 51.5% if the overall target for the year of 96% is to be met. At the same time last year, the collection rate to date was 50.7%, some 0.4% lower than this year.
- 13.2 Business rates collection is at 62.8% which is a decrease of 2.8% compared to the same period last year and 1.9% lower than the profiled collection rate if the overall target rate for the year of 99% is to be achieved. Officers are investigating the cause of the drop to establish whether this is an isolated dip or if it is likely to have a longer term impact on collection.

14. CAPITAL EXPENDITURE

- 14.1 The capital expenditure to 30 September is £38.4m which is 26% of the revised budget. The following table gives a breakdown of the budget and forecast spend. The revised budget includes carry forward amounts from the previous year as agreed at Mayor & Cabinet in the summer.

Table 8 – Capital Programme

2014/15 Capital Programme	Revised Budget	2014/15 Forecast	Spend to 30 September 2014	Spend to 31 August 2014	Spend to Date (On Revenue Budget)
	£m	£m	£m	£m	%
Community Services	1.5	1.4	0.5	0.5	33
Resources & Regeneration	12.1	12.2	1.7	1.5	14
CYP	59.2	57.3	12.4	12.3	21
Customer Services	1.5	1.4	0.6	0.7	40
Housing (Gen Fund)	13.8	10.8	5.7	4.6	41
Total General Fund	88.1	83.1	20.9	19.6	24
HRA - Council	12.3	4.9	1.1	1.0	9
HRA - Lewisham Homes	47.0	47.0	16.4	12.4	35
Total HRA	59.3	51.9	17.5	13.4	30
Grand Total	147.4	135.0	38.4	33.0	26

14.2 The table below shows the current position on the major projects in the 2014/15 General Fund capital programme (i.e. those over £1m in 2014/15).

14.3 The main sources of financing the programme are grants, contributions, and capital receipts from the sale of property assets. So far this year £7.8m of usable receipts have been received comprising £2.3m in respect of previous year's Housing stock transfers, £4.4m (net) from Housing Right to Buy sales and £1.1m from other sales.

15 FINANCIAL IMPLICATIONS

15.1 This report concerns the financial forecasts for the 2014/15 financial year.

16 LEGAL IMPLICATIONS

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

17 CRIME AND DISORDER ACT IMPLICATIONS

17.1 There are no crime and disorder implications directly arising from this report.

18 EQUALITIES IMPLICATIONS

18.1 There are no equalities implications directly arising from this report.

19 ENVIRONMENTAL IMPLICATIONS

19.1 There are no environmental implications directly arising from this report.

20. CONCLUSION

- 20.1 The current projected year-end overspend for the year is £10.6m and this continues to be a major concern for the council. The directorate management teams will need to continue their efforts by pushing at a greater pace and more effectively to manage down this overspend over the coming months.
- 20.2 Since the start of the financial year and the first public report of the financial forecast position to Mayor & Cabinet in August 2014, the Executive Directors have continued to put in place a number of measures designed to alleviate the council's overall budget pressures to help bring spending back into line with budget. These measures include the strengthening of local controls on particular areas of expenditure in the short term. In addition to this and with regards to the most significant budget pressure which the council faces in 'no recourse to public funds' which is currently £6.2m, a corporate team has now been fully established. In summary, this team is responsible for assessing all new cases presenting to the council and its implementation is now beginning to show the signs of limiting the increase of the overall budget pressure in this area.
- 20.3 Notwithstanding the pressure on 'no recourse to public funds', there still remains a significant budget pressures in other areas across the council, totalling £4.4m overall. In the main, these include pressures for service areas such as looked after children, adult social care and temporary bed and breakfast accommodation. At the current level of £4.4m, these pressures alone would still represent the most significant level of reported budget pressures for the council of any financial year in recent years. This all suggests that the council is facing budget pressures of a different order than normal, but to be clear, officers have a firm responsibility to manage it.
- 20.4 The Executive Director for Resources and Regeneration will continue to work with directorate management teams across the council to effect the necessary actions to manage their service pressures and she also advises that directorate management teams will need to consider strengthening local controls on certain expenditure in the short term until monitoring reports show the necessary improvements. The introduction of the Corporate Expenditure Panel effective from 23 October 2014 is intended to help support the drive to reduce the Council's spending further.

21. BACKGROUND PAPERS AND APPENDICES

None

For further information on this report, please contact:

Selwyn Thompson, Head of Financial Services on 020 8314 6932

APPENDIX 1

MAYOR AND CABINET		
Report Title	Treasury Management Mid-year Review Report 2014/15	
Key Decision	No	Item No:
Ward	All	
Contributors	Executive Director for Resources & Regeneration	
Class	Part 1	Date: 12 November 2014

1. EXECUTIVE SUMMARY

- 1.1 The report presents the current economic conditions in which the Council is operating in respect of its investments and borrowing. It then sets out the Council's treasury performance and Capital position as at 30th September 2014. It also provides updates on the arrangements in place and an assessment of the current Treasury Management strategy as required by the Chartered Institute of Finance and Accountancy (CIPFA) Code of Practice. Finally, the report brings forward recommendations for updating the strategy to Mayor & Cabinet to recommend to Full Council.
- 1.2 The UK economy has performed strongly in 2014 and the outlook is optimistic for good growth, continuing low inflation, low interest rates and falling unemployment. However, this perspective is tempered by the following risks:
- Growth driven by consumer spending rather than manufacturing,
 - Low productivity, wage growth and corporate tax levels,
 - Weakening global growth, in particular in Europe and China, and
 - Rising political instability impacting trade and investment.
- 1.3 In terms of performance, the capital expenditure estimate for 2014/15 has risen to £147m, up from £127m, mainly funded by additional grants secured. On current plans no difficulties are envisaged for the current or future years in complying with the Code's requirements for prudential borrowing. Council investments are managed within the agreed parameters and delivered a yield (on an annualised basis) for the six months to 30 September of 0.58%. For this risk profile this performance is in line with the benchmark for London Authorities.
- 1.4 Following the withdrawal of the Co-operative Bank from the Local Government market, the Council's banking contract has just been tendered and the new provider from the 1 November is Barclays Plc.
- 1.5 Managing the Council's investments within the current Treasury strategy to achieve the best possible returns for minimal risk is

constrained by the number of counterparties available offering the products agreed. The Council also needs to prepare for the limits on some current counterparties reducing as the government exits from being shareholder in the part-nationalised banks. For these reasons the report recommends that the Treasury strategy be amended to:

- Include the use of Certificates of Deposits as a specified treasury instrument, and
- Increase the limits for use of Treasury Bills from £20 million to £60 million.

2. STRUCTURE

2.1 The rest of this report is structured with the following sections:

- Purpose
- Recommendations
- Policy Context
- Background
- Economic Update
- Treasury Management Strategy Statement And Annual Investment Strategy Update
- The Council's Capital Position
- Investment Portfolio 2014/15
- Borrowing
- Debt Rescheduling
- New Banking Contract

3. PURPOSE OF THE REPORT

3.1 This mid-year review has been prepared in compliance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management. It covers the following:

- (i) An economic update for the first six months of 2014/15;
- (ii) A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- (iii) The Council's capital expenditure (prudential indicators) and Minimum Revenue Provision (MRP) Policy;
- (iv) A review of the Council's investment portfolio for 2014/15;
- (v) A review of the Council's borrowing strategy for 2014/15;
- (vi) A review of any debt rescheduling undertaken during 2014/15; and

- (vii) A review of compliance with Treasury and Prudential Limits for 2014/15.

4. RECOMMENDATIONS

4.1 Mayor is asked to:

Note the report and the Council's MRP Policy.

Recommend for approval by Full Council the following amendments to Treasury Management Strategy:

- a. Inclusion of Certificates of Deposits as a specified treasury instrument, and
- b. Increase in the limits of Treasury Bills from £20 million to £60 million.

5. POLICY CONTEXT

- 5.1 The contents of this report are consistent with the Council's policy framework. It supports the achievement of the Council's corporate priority to ensure efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community.

6. BACKGROUND

- 6.1 The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with any surplus monies being invested in low risk counterparties, to provide adequate liquidity before considering maximising investment return.
- 6.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council. Essentially the longer term cash flow planning to ensure the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, using longer term cash flow surpluses, and on occasion restructuring any debt previously drawn to meet Council objectives.
- 6.3 The primary requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice are as follows:
 - 1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
 - 2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.

3. Receipt by the full council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Outturn Report covering activities during the previous year. (This report is the mid-year review report)
4. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
5. Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is the Public Accounts Committee.

7. ECONOMIC UPDATE

UK economic performance to date and outlook

- 7.1 The Economic update is provided by our Treasury Advisors Capital Asset Services:
- 7.2 After strong UK GDP quarterly growth of 0.7%, 0.8% and 0.7% in quarters 2, 3 and 4 respectively in 2013, (2013 annual rate 2.7%), and 0.7% in Q1 and 0.9% in Q2 2014 (annual rate 3.2% in Q2), it appears very likely that strong growth will continue through 2014 and into 2015 as forward surveys for the services and construction sectors, are very encouraging and business investment is also strongly recovering. The manufacturing sector has also been encouraging though the latest figures indicate a weakening in the future trend rate of growth. However, for this recovery to become more balanced and sustainable in the longer term, the recovery needs to move away from dependence on consumer expenditure and the housing market to exporting, and particularly of manufactured goods, both of which need to substantially improve on their recent lacklustre performance.
- 7.3 This overall strong growth has resulted in unemployment falling much faster through the initial threshold of 7%, set by the Monetary Policy Committee (MPC) last August, before it said it would consider any increases in Bank Rate. The MPC has, therefore, subsequently broadened its forward guidance by adopting five qualitative principles and looking at a much wider range of about eighteen indicators in order to form a view on how much slack there is in the economy and how quickly slack is being used up. The MPC is particularly concerned that the current squeeze on the disposable incomes of consumers should be reversed by wage inflation rising back above the level of inflation in order to ensure that the recovery will be sustainable.
- 7.4 There also needs to be a major improvement in labour productivity, which has languished at dismal levels since 2008, to support increases in pay rates. Most economic forecasters are expecting growth to peak in 2014 and then to ease off a little, though still remaining strong, in 2015 and 2016. Unemployment is therefore expected to keep on its downward

trend and this is likely to eventually feed through into a return to significant increases in pay rates at some point during the next three years. However, just how much those future increases in pay rates will counteract the depressive effect of increases in Bank Rate on consumer confidence, the rate of growth in consumer expenditure and the buoyancy of the housing market, are areas that will need to be kept under regular review

7.5 Also encouraging has been the sharp fall in inflation – Consumer Price Inflation (CPI), reaching 1.5% in May and July, the lowest rate since 2009. Forward indications are that inflation is likely to fall further in 2014 to possibly near to 1%. Overall, markets are expecting that the MPC will be cautious in raising Bank Rate as it will want to protect heavily indebted consumers from too early an increase in Bank Rate at a time when inflationary pressures are also weak. A first increase in Bank Rate is therefore expected in Q1 or Q2 2015 and they expect increases after that to be at a slow pace to lower levels than prevailed before 2008 as increases in Bank Rate will have a much bigger effect on heavily indebted consumers than they did before 2008.

7.6 The return to strong growth has also helped lower forecasts for the increase in Government debt by £73bn over the next five years, as announced in the 2013 Autumn Statement, and by an additional £24bn, as announced in the March 2014 Budget - which also forecast a return to a significant budget surplus, (of £5bn), in 2018-19. However, monthly public sector deficit figures have disappointed so far in 2014/15.

USA

7.7 In September, the Federal Reserve continued with its monthly \$10bn reductions in asset purchases, which started in December 2014. Asset purchases have now fallen from \$85bn to \$15bn and are expected to stop in October 2014, providing strong economic growth continues. First quarter GDP figures for the US were depressed by exceptionally bad winter weather, but growth rebounded very strongly in Q2 to 4.6% (annualised).

7.8 The U.S. faces similar debt problems to those of the UK, but thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without appearing to do too much damage to growth, although the weak labour force participation rate remains a matter of key concern for the Federal Reserve when considering the amount of slack in the economy and monetary policy decisions.

Eurozone

7.9 The Eurozone is facing an increasing threat from weak or negative growth and from deflation. In September, the inflation rate fell further, to reach a low of 0.3%. However, this is an average for all EZ countries and includes some countries with negative rates of inflation. Accordingly, the ECB took some rather limited action in June to loosen monetary policy in order to promote growth. In September it took further action to cut its

benchmark rate to only 0.05%, its deposit rate to -0.2% and to start a programme of purchases of corporate debt. However, it has not embarked yet on full quantitative easing (purchase of sovereign debt).

7.10 Concern in financial markets for the Eurozone subsided considerably during 2013. However, sovereign debt difficulties have not gone away and major issues could return in respect of any countries that do not dynamically address fundamental issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy, (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise for some countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed.

Capita Asset Services' Interest Rate Forecast

7.11 Table 1: The Council's treasury advisor, Capita Asset Services, has provided the following forecast.

	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17
Bank rate	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.75%	2.00%	2.00%
5yr PWLB rate	2.70%	2.70%	2.80%	2.90%	3.00%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.50%
10yr PWLB rate	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	4.00%	4.10%	4.10%	4.20%	4.30%	4.30%
25yr PWLB rate	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	4.80%	4.90%	4.90%
50yr PWLB rate	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	4.80%	4.90%	4.90%

7.12 Capita Asset Services undertook a review of its interest rate forecasts in mid August, after the Bank of England's Inflation Report. By the beginning of September, a further rise in geopolitical concerns, principally over Ukraine but also over the Middle East, had caused a further flight into safe havens like gilts and depressed PWLB rates further. However, there is much volatility in rates as news ebbs and flows in negative or positive ways. This latest forecast includes a first increase in Bank Rate in quarter 1 of 2015.

7.13 Our PWLB forecasts are based around a balance of risks. However, there are potential upside risks, especially for longer term PWLB rates, as follows:

- A further surge in investor confidence that robust world economic growth is firmly expected, causing a flow of funds out of bonds and into equities.
- UK inflation being significantly higher than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields

7.14 Downside risks currently include:

- The situation over Ukraine poses a major threat to EZ and world growth if it was to deteriorate into economic warfare between the West and Russia where Russia resorted to using its control over gas supplies to Europe.
- UK strong economic growth is currently dependent on consumer spending and the unsustainable boom in the housing market. The boost from these sources is likely to fade after 2014.
- A weak rebalancing of UK growth to exporting and business investment causing a weakening of overall economic growth beyond 2014.
- Weak growth or recession in the UK's main trading partners - the EU and US, inhibiting economic recovery in the UK.
- A return to weak economic growth in the US, UK and China causing major disappointment in investor and market expectations.
- A resurgence of the Eurozone sovereign debt crisis caused by ongoing deterioration in government debt to GDP ratios to the point where financial markets lose confidence in the financial viability of one or more countries and in the ability of the ECB and Eurozone governments to deal with the potential size of the crisis.
- Recapitalising of European banks requiring more government financial support.
- Lack of support by populaces in Eurozone countries for austerity programmes, especially in countries with very high unemployment rates e.g. Greece and Spain, which face huge challenges in engineering economic growth to correct their budget deficits on a sustainable basis.
- Italy: the political situation has improved but it remains to be seen whether the new government is able to deliver the austerity programme required and a programme of overdue reforms. Italy has the third highest government debt mountain in the world.
- France: after being elected on an anti austerity platform, President Hollande has embraced a €50bn programme of public sector cuts over the next three years. However, there could be major obstacles in implementing this programme. Major overdue reforms of employment practices and an increase in competitiveness are also urgently required to lift the economy out of stagnation.
- Monetary policy action failing to stimulate sustainable growth in western economies, especially the Eurozone and Japan.
- Heightened political risks in the Middle East and East Asia could trigger safe haven flows back into bonds.

- There are also increasing concerns that the reluctance of western economies to raise interest rates significantly for some years, plus the huge QE measures which remain in place (and may be added to by the ECB in the near future), has created potentially unstable flows of liquidity searching for yield and therefore heightened the potential for an increase in risks in order to get higher returns. This is a return of the same environment which led to the 2008 financial crisis.

8. TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY UPDATE

- 8.1 The Treasury Management Strategy Statement (TMSS) for 2014/15 was approved by Council on 26 February 2014.
- 8.2 The current situation within the financial markets has limited the number of counterparties available to the Council. The current counterparty list has a large number of banks but not all of them are actively seeking deposits. To diversify the portfolio and spread the risk, officers are proposing to:
- a) increase the deposit limit for Treasury Bills from £20 m to £60 m (this will be kept under regular review)
 - b) include Certificates of Deposit (CDs) with a maximum duration of one year as a specified instrument.
- 8.3 Treasury bills are loans issued by the Government to fund short term liquidity. They are similar to gilts in nature but treasury bills have a term of less than one year, whereas gilts are issued for more than one year. The current deposit limit is £20 million. Treasury bills are a AAA/AA+ rated and issued by the Debt Management Office (DMO) via a weekly tender. They are government backed and low risk, identical to the DMO account. In agreeing this change, no additional portfolio risk will be taken and this will provide the Council with the flexibility to adjust its portfolio in a managed way as and when the government exists from the part nationalised banks.
- 8.4 Certificates of Deposit (CD's) are tradable loans issued by banks. CD's are generally issued with a maturity ranging from one month to a year. Unlike most investments that the Council currently uses, the Council would be able to sell out of a bank should it no longer meet the Council's risk profile or for cash flow purposes. Some banks do not offer fixed term investments in the usual manner but instead prefer to issue CDs and the Council would not want to restrict itself in these situations.
- 8.5 Credit ratings for banks issuing CDs is already incorporated in the current creditworthiness criteria provided by our advisers and is being used by the Council. The proposed use of CDs would be subject to compliance with the current credit rating criteria. CDs rank side by side with Fixed Deposits, in that they have the same priority in the event of a default. The proposed amended investment limits are attached in Appendix 1.

8.6 These changes would give officers additional capacity to invest available cash within the agreed risk parameters – counterparty risk and investment duration.

9. THE COUNCIL'S CAPITAL POSITION (PRUDENTIAL INDICATORS)

9.1 This section of the report is structured to update on:

- a) The Council's capital expenditure plans;
- b) How these plans are being financed;
- c) The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- d) Compliance with the limits in place for borrowing activity.

Prudential Indicator for Capital Expenditure

9.2 This table shows the original estimates for capital expenditure and the changes since the capital programme was agreed by Council in the Budget.

Table2: Capital Expenditure by Service

2014/15 Capital Expenditure By Service	Original Estimate £m	Latest Expenditure (to end Aug 14)£m	Revised Estimate £m
Education	50	12	59
Highways and Regeneration	8	2	12
Housing General Fund	10	5	12
Other General Fund	1	1	5
Housing Revenue Account	58	13	59
Total Expenditure	127	33	147

Financing of the Capital Programme

9.3 The table below shows the expected financing of the capital programme. The borrowing required increases the underlying indebtedness of the Council as measured by the Capital Financing Requirement (CFR), although this is reduced by charges made to revenue for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

Table 3: Capital Expenditure Financing

2014/15 Capital Expenditure Financing	Original Estimate £m	Latest Expenditure (to end of Aug 14) £m	Revised Estimate £m
Total Expenditure	127	N/A	147
Financed by:			
Capital Grants	69	N/A	85
General Resources (Capital Receipts, Reserves and Revenue Contributions)	57	N/A	61
Total Financing Used	126	N/A	146
Borrowing Required	1	N/A	1

Minimum Revenue Provision (MRP) Policy

- 9.4 A proportion of the Council's capital expenditure is not immediately financed from its own resources. This results in a debt liability which must be charged to the Council Tax over a period of time. This repayment (the Minimum Revenue Provision - MRP) must be determined by the Council as being a prudent provision having regard to the CIPFA Prudential Code for Capital Finance.
- 9.5 The MRP is the amount the Council charges to the revenue account and does not correspond to the actual amount of debt repaid, which is determined by treasury management considerations. The Council applies a consistent MRP policy which comprises prudential borrowing being repaid over the useful life of the asset concerned, with previous existing borrowing being repaid at 4% of the CFR.

Table 4: Prudential Indicators for the Capital Financing Requirement, External Debt and the Operational Boundary

2014/15 Prudential Indicators (as at the end of the year)	Original Estimate £m	Forecast Outturn £m
CFR – General Fund	384.5	399.6
CFR – HRA	83.6	83.6
Total Capital Financing Requirement	468.1	483.2
External Debt / Operational Boundary		
Borrowing	190.3	190.4
Other long term liabilities*	241.4	254.6
Total External Debt as at 31 March 15	431.7	445.0
New and Maturing Debt	0	0
Operational Boundary as at 31 March 15	431.7	445.0

* On balance sheet PFI schemes and finance leases etc.

Limits to Borrowing Activity

- 9.6 The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) is only undertaken for capital purposes. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2014/15 and the next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has an approved policy for borrowing in advance of need which will be utilised if it is deemed to be prudent.
- 9.7 The Executive Director for Resources and Regeneration reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator. The table above shows the forecast position for the end of 2014/15 where the CFR is nearly £40m higher than the external debt.
- 9.8 A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected

movements and is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Table 5: Limits to Borrowing

2014/15 Prudential Indicators (as at the end of the year)	Original Indicator £m	Forecast Indicator £m
Operational Boundary for External Debt	431.7	445.0
Provision for unexpected short term borrowing	46.0	46.0
Authorised Limit for External Debt	477.7	491.0

10. INVESTMENT PORTFOLIO 2014/15

- 10.1 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As set out in Section 4, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the 0.5% Bank Rate. Indeed, the introduction of the Funding for Lending scheme has reduced market investment rates even further. The potential for a prolonging of the Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk and short term strategy. Given this risk environment, investment returns are likely to remain low.
- 10.2 The Council held £329.5m of investments as at 30 September 2014 (£283.6m at 31 March 2014) and the investment portfolio yield for the first six months of the year was 0.58%.
- 10.3 The Council is a member of a London treasury benchmarking group (organised by Capita Services) along with 11 other London authorities. An extraction of the June benchmarking report is shown in Appendix 2. This shows that the 0.57% return on investments in June is in-line with the model weighted average rate of return provided by the Council's treasury advisors and based on the overall risk the investments are exposed to (see Appendix 2).
- 10.4 A full list of investments held as at 30 September 2014 is shown below:

Table 6: Fixed Term Deposits

Counterparty	Duration	Principal £m	Rate	Interest £
Bank of Scotland Plc	364	5.000	0.98%	48,866
Lloyds Bank Plc	364	5.000	0.98%	48,866
Lloyds Bank Plc	186	5.000	0.70%	17,836
Barclays Bank Plc	94	5.000	0.48%	6,181
Bank of Nova Scotia	105	10.000	0.47%	13,521
HSBC Bank Plc	184	20.000	0.40%	40,329
Barclays Bank Plc	92	10.000	0.48%	12,099
Cooperatieve Centrale Raiffeisen Boerenleenbank BA (Rabobank Nederland)	183	15.000	0.52%	39,107
Bank of Nova Scotia	110	10.000	0.47%	14,164
Goldman Sachs International Bank	91	15.000	0.49%	18,325
National Australia Bank Ltd	183	10.000	0.58%	29,079
Lloyds Bank Plc	185	10.000	0.70%	35,479
Overseas Chinese Banking Corporation Ltd	185	10.000	0.62%	31,425
Nationwide BS	184	10.000	0.64%	32,263
Deutsche Bank AG	182	5.000	0.66%	16,205
Lloyds Bank Plc	365	10.000	0.95%	95,000
Lloyds Bank Plc	277	5.000	0.80%	30,356
Nationwide BS	185	5.000	0.63%	15,966
Bank of Scotland Plc	273	5.000	0.80%	29,918
Lloyds Bank Plc	368	5.000	0.95%	47,890
Bank of Scotland Plc	365	5.000	0.95%	47,500
Lloyds Bank Plc	364	5.000	0.95%	47,370
Overseas Chinese Banking Corporation Ltd	364	10.000	0.90%	89,753
Bank of Scotland Plc	365	5.000	0.95%	47,500

10.5 In addition to the fixed investments above, the Council holds certain funds in the money markets, call accounts, and treasury bills. A list of these investments held as at 30 September 2014 is shown below:

Money Market Funds

MMF Counterparty	Principal £m	Average Interest
Ignis	30.000	0.45%
Insight	19.536	0.41%
Federated (PR)	30.000	0.41%

Call and Notice Accounts

Counterparty	Principal £m	Interest Rate
Svenska Handelsbanken AB	20.000	0.40%
Santander UK Plc (95 Day Notice)	10.000	0.60%
Deutsche Bank AG (95 Day Notice)	10.000	0.74%

Treasury Bills

Broker	Duration	Principal £m	Rate	Interest £
King & Shaxson	89	9.990	0.42%	10,460

- 10.6 The Executive Director for Resources and Regeneration confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2014/15.

Investment Counterparty List

- 10.7 The current investment counterparty criteria selection approved in the TMSS is meeting the requirements of the treasury management function. This strict criteria will also be applied when looking at institutions that offer CDs.

11. BORROWING

- 11.1 The Council's latest forecast capital financing requirement (CFR) for 2014/15 is £483m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing).
- 11.2 The balance of external and internal borrowing is generally driven by market conditions. The Council has borrowings of £190m and has utilised £26m of cash flow funds in lieu of borrowing. This is a prudent and cost effective approach in the current economic climate.

- 11.3 It is anticipated that further borrowing may be undertaken during this financial year as the capital programme develops.

12. DEBT RESCHEDULING

- 12.1 Debt rescheduling opportunities have been limited in the current economic climate and consequent structure of interest rates. No debt rescheduling was undertaken during the first six months of 2014/15.

13. NEW BANKING CONTRACT

- 13.1 The Council's current banking contract with the Co-operative Bank formally comes to an end on 31st March 2015. Due to fundamental changes to the Co-operative Bank's financial strategy and its decision to withdraw from providing banking transmission services to local authorities, a mutual agreement was reached between both parties to terminate the contract early and without penalty to the Council.
- 13.2 The Council has recently completed a tendering exercise to seek the services of an alternative bank to start as soon as possible. The final stages of this process were completed in October 2014 and the assessment was made on weightings of 60% for price and 40% for quality. The banking contract was awarded to Barclays Bank Plc with an effective start date of 1st November 2014. The award is for a period of five years, with an option to extend for a further two years. It should be noted that the schools accounts are currently with the National Westminster/Royal Bank of Scotland Group. There are no immediate proposals to change this arrangement.

14. FINANCIAL IMPLICATIONS

- 14.1 There are no additional financial implications other than those mentioned in the body of the report.

15. LEGAL IMPLICATIONS

- 15.1 The Council's general power to borrow is set out in Section 1 of the Local Government Act 2003, subject to its affordable borrowing limits and the prudential borrowing regime set out under the Act. Authorities must determine and keep under review how much they can afford to borrow having regard to the CIPFA prudential Code of Capital Finance in Local Authorities. This requires the Council's borrowing and investment decisions to take into account the issues of affordability, prudence and sustainability, value for money stewardship of assets, service objectives and practicality.

16. ENVIRONMENTAL IMPLICATIONS

16.1 There are no specific environmental implications relating to this report.

17. HUMAN RESOURCES IMPLICATIONS

17.1 There are no specific human resources implications relating to this report.

18. CRIME AND DISORDER IMPLICATIONS

18.1 There are no specific crime and disorder implications relating to this report.

19. EQUALITIES IMPLICATIONS

19.1 The Equality Act 2010 became law in October 2010. The Act aims to streamline all previous anti-discrimination laws within a Single Act. The new public sector Equality Duty, which is part of the Equality Act 2010, came into effect on the 5 April 2011.

19.2 The Council's Comprehensive Equality Scheme for 2012-16 provides an overarching framework and focus for the Council's work on equalities and helps ensure compliance with the Equality Act 2010. No direct equalities implications have been identified, in terms of adverse impact, with respect to the Council's obligations under the Equality Act 2010.

For further information about this report, please contact:

David Austin, Head of Corporate Resources on 020 8314 9114,

Richard Lambeth, Group Manager Capital and Accounting on 020 8314 3797, or

Adeola Odeneye Principal Accountant on 020 8314 6147

APPENDIX 1 - Extract from Credit worthiness Policy

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	Minimum credit criteria / colour band	Max % of total investments/ £ limit per institution	Max. maturity period
DMADF – UK Government	N/A	100%	6 months
UK Government gilts	UK sovereign rating	£20m	1 year
UK Government Treasury bills	UK sovereign rating	100%	6 months
Money market funds	AAA	£30m	Liquid
Local authorities	N/A	£10m	1 year
Term deposits and Certificates of Deposits with banks and building societies	Yellow* Purple Blue** Orange Red Green*** No Colour	£30m £25m £75m £20m £15m £10m 0	Up to 1 year Up to 1 year Up to 1 year Up to 1 year Up to 6 mths Up to 100 days Not for use
Call accounts and notice accounts	Yellow Purple Blue Orange Red Green No Colour	In line with the above	Liquid

**for UK Government debt, or its equivalent, constant net asset value money market funds and collateralised deposits where the collateral is UK Government debt*

***Part-nationalised banks*

**** The green limit was formerly for 3 months but the Financial Conduct Authority set (July 2013) a requirement for qualifying deposits for bank liquidity buffers of a minimum of 95 days so the green band has been slightly extended to accommodate this regulatory change.*

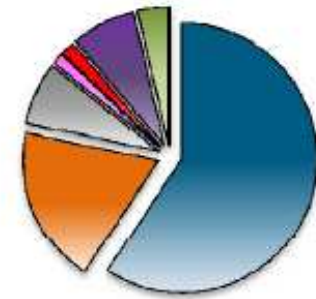
London Borough Of Lewisham

Summary Sheet

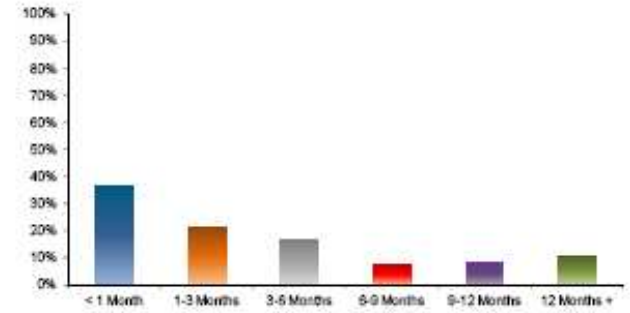
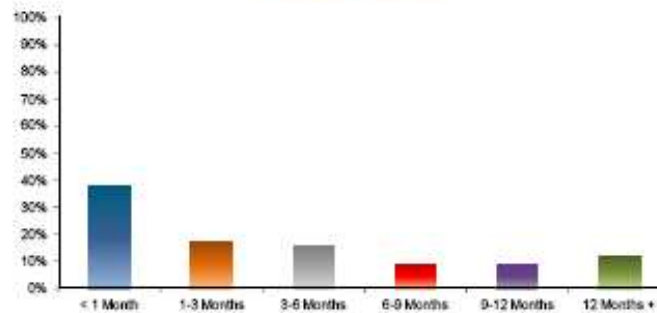
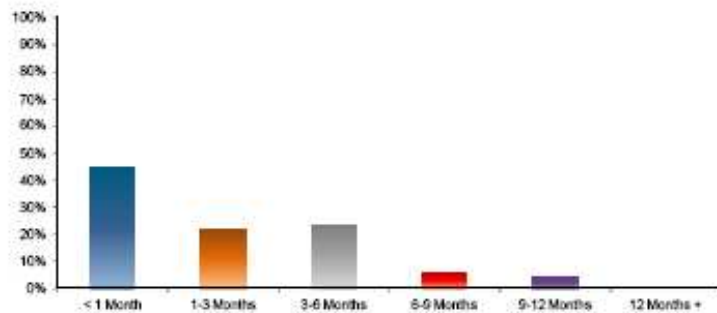
London Borough Of Lewisham		Benchmarking Group2 (12) Basic Portfolio Characteristics		London (18)
WARoR	0.57%		0.77%	0.78%
WAM	71		170	154
WATT	135		280	264
WA Credit Risk	3.2		3.1	2.9
Model WARoR	0.62%		0.74%	0.72%
Difference	-0.05%		0.03%	0.06%
Model Band	0.55% - 0.69%		0.67% - 0.80%	0.65% - 0.79%
Performance	Inline		Inline	Inline

Asset Breakdown

- Fixed Deposits
- Calls & O/N
- MMFs
- EMMFs
- Struct. Prods.
- Bonds
- CDs
- Property Funds



Maturity Profiles



APPENDIX 2 - Extract of the Benchmarking Data with 11 other London Authorities June 2014

London Borough Of Lewisham

Peer Comparison

	London Borough Of Lewisham	Benchmarking Group2 (12)		London (18)		Population Average (200)	
Basic Characteristics							
Principal	£343,011,000	£222,632,291		£224,033,948		£77,937,637	
WARoR	0.57%	0.77%		0.78%		0.66%	
WAM	71	170		154		93	
WATT	135	280		264		171	
WA Credit Risk	3.19	3.12		2.93		3.21	
Portfolio Breakdown							
Fixed Deposits	59.76%	64.17%	11	59.23%	17	49.13%	181
Calls & O/N	11.66%	20.07%	9	19.08%	15	34.00%	179
MMFs	28.57%	7.74%	9	7.35%	13	11.85%	112
EMMFs	0.00%	2.03%	3	1.35%	3	1.16%	12
Struct. Prods.	0.00%	2.49%	3	1.66%	3	0.42%	9
Bonds	0.00%	0.27%	1	7.67%	5	1.26%	13
CDs	0.00%	3.24%	3	3.66%	5	2.18%	28
Property Funds	0.00%	0.00%	0	0.00%	0	0.00%	0
Institution Breakdown							
Banks	68.51%	67.15%	12	60.97%	18	66.29%	195
Building Socs.	2.92%	5.95%	8	5.65%	11	8.05%	105
Government	0.00%	16.55%	7	24.13%	12	12.51%	87
MMFs	28.57%	7.74%	9	7.35%	13	11.85%	112
EMMFs	0.00%	2.03%	3	1.35%	3	1.16%	12
MLDBs	0.00%	0.00%	0	0.15%	1	0.01%	1
Other	0.00%	0.58%	1	0.40%	2	0.12%	7
Domestic/Foreign Exposure							
Domestic	42.27%	67.97%	12	75.06%	18	77.51%	197
Foreign	29.15%	22.26%	11	16.24%	13	9.48%	92
MMFs	28.57%	7.74%	9	7.35%	13	11.85%	112
EMMFs	0.00%	2.03%	3	1.35%	3	1.16%	12
Maturity Structure							
< 1 Month	44.61%	37.74%		36.27%		54.70%	
1-3 Months	21.87%	17.26%		21.01%		13.12%	
3-6 Months	23.32%	15.61%		16.39%		15.30%	
6-9 Months	5.83%	8.71%		7.45%		6.78%	
9-12 Months	4.37%	8.94%		8.56%		6.43%	
12 Months +	0.00%	11.75%		10.32%		3.69%	

Definitions

WARoR	Weighted Average Rate of Return	This is the average annualised rate of return weighted by the principal amount in each rate.
WAM	Weighted Average Time to Maturity	This is the average time, in days, till the portfolio matures, weighted by principal amount.
WATT	Weighted Average Total Time	This is the average time, in days, that deposits are lent out for, weighted by principal amount.
WA Risk	Weighted Average Credit Risk Number	Each institution is assigned a colour corresponding to a suggested duration using Capita Asset Services' Suggested Credit Methodology 1 = Yellow; 1.25 = Pink 1; 1.5 = Pink 2, 2 = Purple; 3 = Blue; 4 = Orange; 5 = Red; 6 = Green; 7 = No Colour
Model WARoR	Model Weighted Average Rate of Return	This is the WARoR that the model produces by taking into account the risks inherent in the portfolio.
Difference	Difference	This is the difference between the actual WARoR and the model WARoR; Actual WARoR minus Model WARoR.

Agenda Item 8

Chief Officer Confirmation of Report Submission		
Cabinet Member Confirmation of Briefing		
Report for: Mayor		
Mayor and Cabinet		X
Mayor and Cabinet (Contracts)		
Executive Director		
Information	<input type="checkbox"/>	
Part 1	<input checked="" type="checkbox"/>	
Part 2	<input type="checkbox"/>	
Key Decision		<input type="checkbox"/>

Date of Meeting	12 th November 2014
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Title of Report	Lewisham Future Programme 2015/16 Revenue Budget Savings Report
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Originator of Report	David Austin	49114
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At the time of submission for the Agenda, I confirm that the report has:

Category	Yes	No
Financial Comments from Exec Director for Resources	X	
Legal Comments from the Head of Law	X	
Crime & Disorder Implications	X	
Environmental Implications		X
Equality Implications/Impact Assessment (as appropriate)	X	
Confirmed Adherence to Budget & Policy Framework		
Risk Assessment Comments (as appropriate)		
Reason for Urgency (as appropriate)		

Signed: *Kevin Emaria* Executive Member

Date: 3rd November 2014

Signed: ~~_____~~ Director/Head of Service

Date: 4 - 11 - 14

Control Record by Committee Support

Action	Date
Listed on Schedule of Business/Forward Plan (if appropriate)	
Draft Report Cleared at Agenda Planning Meeting (not delegated decisions)	
Submitted Report from CO Received by Committee Support	
Scheduled Date for Call-in (if appropriate)	
To be Referred to Full Council	

MAYOR AND CABINET			
Report Title	Lewisham Future Programme 2015/16 Revenue Budget Savings Report		
Key Decision	Yes	Item No.	
Ward	All Wards		
Contributors	Executive Director for Resources & Regeneration		
Class	Part 1	Date:	12 November 2014

1. EXECUTIVE SUMMARY

- 1.1. This report updates the Mayor on the work of the Lewisham future programme and puts forward £39.9m of new savings proposals developed by officers over the last nine months for Mayoral decision and formal consultations.
- 1.2. The Council is now in the fourth year of an eight year long period of resource reduction. Over the period 2010 to 2014 the Council made savings of over £100m. The Council developed principles by which savings were made during the period 2010 to 2014 and these same principles for savings apply for those being brought forward in respect of the period 2015 to 2018. This level of continual reduction means that proposals need to be increasingly transformational and are becoming increasingly difficult to identify and implement.
- 1.3. This report continues the work of the Lewisham future programme board to progress the transformational changes necessary to enable the Council to seize the opportunities of growth in London and reposition itself strongly for the future, while at the same time living within the financial resources at its disposal. This challenge and the work of the Lewisham future programme are set out in sections 5 & 6.
- 1.4. The Council faces an £85m budget gap over the three years to 2017/18 with an estimated £39m gap for 2015/16. The immediate need is therefore to begin the process of proposing savings for decision that will conclude with the agreement of the 2015/16 budget at Council in February 2015. This will be a continuous process based around the Lewisham future programme work strands with saving proposals brought forward when they are ready. This process, including a summary of the discussions held to date, is set out in section 8.
- 1.5. This report presents £39.9m of new proposals. These are summarised in section 9 and supported by the necessary detail to enable effective decision in the appendices. Of these proposals £28.7m are for 2015/16, with the balance of £11.2m contributing to future year targets.
- 1.6. The report then sets out the necessary financial, human resources and legal implications that are required to be considered in respect of these proposals (sections 10, 11 and 12). And concludes with some additional steps being taken to address the budget gap that will form part of the 2015/16 budget report in February 2015 - see section 13.

2. PURPOSE OF REPORT

- 2.1. To set out the revenue budget savings proposals that need to be consulted on and agreed to enable a balanced budget for 2015/16 to be put forward to Council in February 2015.

3. RECOMMENDATIONS

- 3.1. The Mayor is asked to:
- 3.2. Note the officer proposals for budget reductions set out in Appendix 1.
- 3.3. Authorise officers to carry out consultation where public/stakeholder consultation is necessary in relation to any of those proposals.
- 3.4. Authorise consultation with staff in respect of any proposal which would involve staff reductions.
- 3.5. Require officers to bring a full report on the budget savings proposals back to Mayor and Cabinet for decision at the earliest opportunity, but in any event not later than 11 February 2015.
- 3.6. Endorse and agree those savings previously earmarked for 2015/16 in earlier years' budget reports as summarised in 8.5 below.

4. STRUCTURE OF THE REPORT

- 4.1. The report is structured into the following sections with supporting Appendices.

Section	Title
1	Executive summary
2	Purpose of the report
3	Recommendations
4	Structure of the report
5	Introduction from the Chief Executive
6	Lewisham Future Programme
7	Lewisham Policy Context
8	Lewisham Future Programme: Process, Principles and Timetable
9	Savings proposals by thematic review
10	Financial implications
11	Human Resources
12	Legal implications
13	Conclusion
14	Background documents
	Appendices

5. INTRODUCTION FROM THE CHIEF EXECUTIVE

Context

- 5.1. Lewisham is fast changing - as London's economy and population is growing. Lewisham has always been a mix of communities - but ever increasing social diversity describes the fabric of our communities today. And while London has

plenty of opportunities on offer we know that some of our residents are not benefitting anywhere near enough from London's growth.

- 5.2. This September, some 3,100 Lewisham children aged eleven will start at their new secondary school. An important beginning for each and every child. They will grow up in a London that is expanding as well as changing. Just before they were born (in 2001) London's population was 7.3 million. By the time they will be 20 years old, London will have a population of 9.3 million. By the age of 30, London's population will have increased to 10 million¹. They will move into adulthood in an age of "super competition". To succeed in this emerging era they will need to be capable, creative and confident.

	<u>2001</u>	<u>2014</u>	<u>2023</u>	<u>2033</u>
Lewisham	255,000	289,000	317,000	337,000
London	7.3m	8.6m	9.3m	10.0m

- 5.3. But it is not just about the growing numbers of people. London's economy is changing fast. Half of the new jobs forecast in the next five years are expected to be in professional services. The world of work is being transformed; flexible, disciplined, creative and social skills are those that are needed most.
- 5.4. London's population is by far the most economically productive in England and the wider UK. The most recently available data² shows that London's economy is some £310 billion each year compared to £845 billion for the rest of England. When account is taken of relative population size the figures show that London produces over £37,000 per annum in gross economic value per head of population. The average for the rest of England is just over £19,000. The enormity of this economic gap not only amplifies London's attractiveness it also accelerates economic and social change. And it is doing so at a pace not experienced before in any of our life times. It is into this incredibly fast growing and thriving capital city that Lewisham's young people will make their way into the future.
- 5.5. The overall population growth combined with a scarcity of housing and an influx of direct foreign investment into the central London property market has put enormous pressure on the capital's housing market. This has greatly impacted on land values and house prices in central London as well as the adjoining fringe boroughs (including Islington, Hackney, Haringey, Tower Hamlets and the Northern parts of Lambeth and Southwark)³. And it is now having a serious impact on land values and the demand for housing in Lewisham.
- 5.6. These economic and social realities present London's local government with a dramatically different character of challenge to those faced by local Councils in the rest of England. For the past thirty or so years the Council has been providing good basic services, shaping opportunities and enhancing the quality of life and the quality of life chances for people locally. Working alongside our partner public service agencies we have focussed on public service outcomes. In this style, we

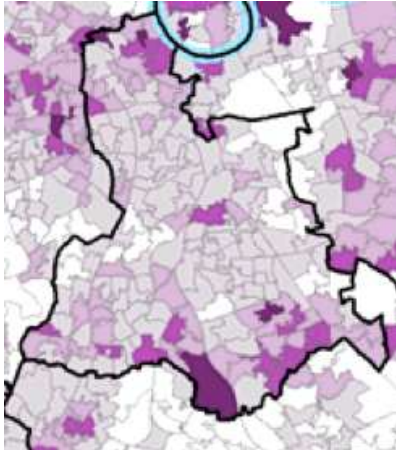
¹ GLA (2013) "central forecast" of population for Lewisham and London, London data store

² ONS (July 2014) Regional Growth Value Added (income approach) December 2013; and ONS (May 2014) 2012 based sub-national populations projections for England

³ There has been an 80 per cent growth in private rental housing in London in the past decade.. The average monthly rental for a two bed flat within 800m of the following Council Town Halls is: Camden £2,600; Islington £2,300; Southwark £2,300 (£1,600 if old Town Hall in Peckham); Hackney £1,950; Lambeth £1,900; Haringey £1,900; Tower Hamlets £1,800; Greenwich £1,100; and Lewisham £1,100

have worked in partnership to tackle crime, reduce health inequalities and engage with our many communities locally. But we have also experimented with different approaches to citizen engagement (from citizens' juries, citizens' panels, community conferencing through to, more recently, our 18 local assemblies).

- 5.7. The fact that Lewisham is predominantly a residential borough with a relatively low business base has a significant impact on what we do as a Council. A very large number of our residents are economically active. Over 110,000 of our residents are in work (only eight London Boroughs have higher numbers of residents in work). But Lewisham is itself home to just 53,500 jobs (with only four London Boroughs having lower numbers of jobs; namely, Barking & Dagenham; Haringey; Harrow and Waltham Forest).
- 5.8. One in five of our residents who are in work, work in Lewisham - and many of these work in the public sector (for the Council, local schools, Lewisham Hospital, Goldsmiths, and the Met Police, etc). The table below shows that another one in five work in our neighbouring boroughs, whilst the majority of those who work outside the borough work across the Thames in Central and East London⁴. By contrast, the map shows that residents in Lewisham with relatively low income are overly concentrated in the most southerly and northerly parts of the borough.

<i>Place of work</i>	<i>Lewisham residents in work</i>	<i>Lewisham income deprivation⁵</i>
Lewisham	20,600	
Southwark	11,800	
Bromley	6,500	
Greenwich	5,400	
Westminster & City	22,800	
Tower Hamlets	6,200	
Camden	6,000	
Lambeth	6,000	
Islington	3,400	
Croydon	2,200	

The Government's radical change to funding local Councils

- 5.9. The Government's approach to funding local authorities is a radical departure from the historical practice in funding Councils. First, they departed from the historic approach of all previous Governments (since the 1930s) of allocating Government grant to local areas to promote "equalisation" of local spending to local needs. Between 1981 and 2013 different approaches were used - but all attempted to equalise for differential resource bases and ensure a "standard spend" for a variety of service functions in different areas. Replacing this approach of itself would have had dramatic consequences on Council funding.
- 5.10. But the Government then chose, when allocating its spending reductions as part of the national public austerity programme, to allocate the deepest cuts to its

⁴ ONS (2014) Census: Origin - Destination statistics of residence and workplace, 25 July 2014

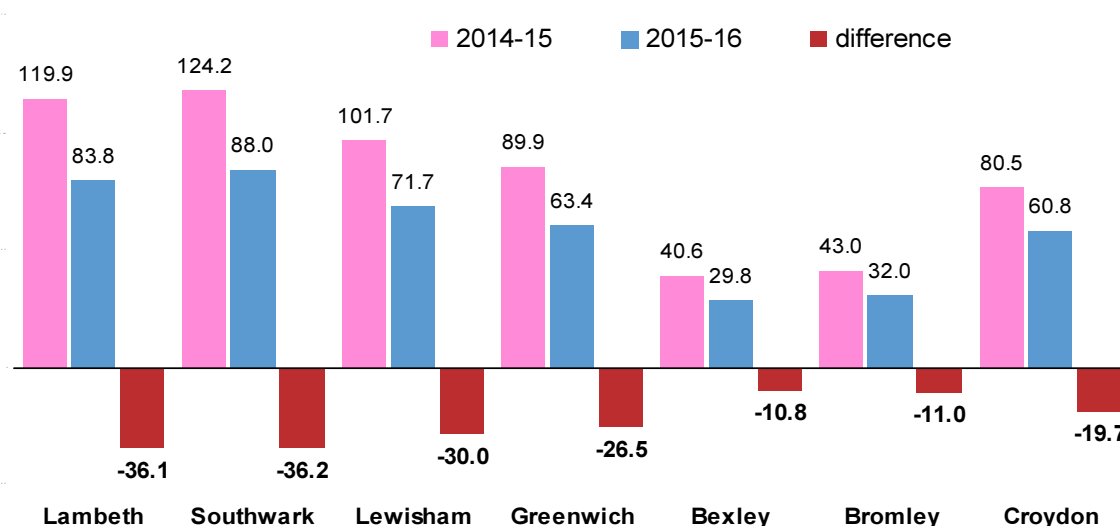
⁵ GLA (2011) English Indices of Deprivation 2010: a London perspective, Intelligence Briefing

financing of local government. In real terms the funding to local government will have fallen by almost 43 per cent from 2010/11 to 2015/16⁶. The combined effect of these two changes was to lead the Government to focus the budget cuts disproportionately to those Councils with the highest spend - which, of course, also have the highest levels of need. The statistical relationship between Government spending reductions and deprivation has thereby become well known.

5.11. In addition, the Government introduced a number of high level policy goals which had a further ratchet effect on the budget savings that Councils have to make. Principally these were designed to focus Council's attention on the "growth agenda" and in particular to incentivise Councils to accept major housing developments. To this end, business rates on new developments have been "localised" and some 7 per cent of the total grant to local government has been "held back" in order for it to be distributed by way of a "new homes bonus" (£700m across England). What's more a further £350m was "held back" as a grant to encourage Councils to freeze their Council Tax. Given the fact that revenue support grant amounts to just £9.77bn, the impact of these policy "hold backs" is very significant. The cumulative impact of these changes compounds the budget challenge to those Councils, like Lewisham, that serve populations with high needs. Lewisham is the 16th most deprived local authority area in England with one of the lowest business bases - it is bound to be effected greatly by these financing changes.

5.12. By way of illustration, the chart below shows the Government revenue support funding for this year and next for the seven Councils in this part of London. The scale of the reductions in Lambeth, Southwark, Lewisham and (to a slightly lesser extent) Greenwich are plain to see. The £30m reduction we face for next year is however not the end of the matter - there are more reductions to come. Of course a change in Government may bring changes to the distribution of the local government settlement. But, in truth, there is not much that can be redistributed from those "low need" Councils that receive little by way of grant now. Any future Government that was minded to redress the disadvantages of the current arrangements would need to alter the structural changes made to the local government settlement by the current Government.

Revenue support grant (£m) to Councils in South East London



⁶ House of Commons (September 2014) English local government finance, Research Paper 14/43

5.13. We are in the early days of resetting the Council's strategies; redesigning our services; and renewing our organisation. Following the local elections in May, the Mayor and Council have a fresh mandate to govern for the next four years. The Council's existing policy priorities are being revised to take account of this renewed local agenda. We will be able to do new things and to do things in new ways. We will do so by redirecting our attention, our energies and our resources to meet the changing local political mandate. But the depth and pace of the Government's public austerity programme is unremitting and local government will continue to be subject to substantial revenue reductions over the foreseeable future. As the chart above show, next year alone we will receive £30m less grant from the Government than we got this year.

6. LEWISHAM FUTURE PROGRAMME : BACKGROUND

6.1. The Lewisham future programme is the Council's approach to making the transformational changes necessary to reposition itself strongly for the future while living within the financial resources at its disposal. It is guided by the Council's enduring values and principles agreed in 2010, and the newly elected Administration's Manifesto as well as its emerging political priorities.

The last four years

6.2. Prior to the General Election in 2010, the Labour Government instituted a programme of austerity planned over a five year period. In 2010 the Coalition Government increased the level of and pace of "fiscal consolidation" (i.e. tax increases and spending cuts) that applied to the nation's public finances. In 2013 these were increased again such that the original plans of the (then) Labour Government to reduce public spending have been increased dramatically. To ensure that this scale of service cuts did not impact adversely on front-line services the Mayor and Cabinet agreed a set of principles to underpin the Council's decision making. These principles ensure that we:

- 1) Take account of the impact on service outcomes and social results for customers and citizens
- 2) Be prudent and sustainable for the longer term, we will not just opt for short-term fixes
- 3) Reflect a coherent "one organisation" approach that avoids silo-based solutions
- 4) Encourage self-reliance, mutualism and cooperative endeavour
- 5) Mitigate potential harm in accordance with an appropriate assessment of needs
- 6) Be mindful of the impact on the geography of fairness across Lewisham (and our boundaries)
- 7) Involve service users, staff and other stakeholders in the redesign of services for the future
- 8) Consider the current or potential actions of other public agencies and the voluntary sector locally, including sharing and reshaping services (Total Place)
- 9) Consider the impact on the Lewisham approach where we listen to all voices, take account of all views and then we move forward to implement.

- 6.3. Since 2010 over £100m of savings have been made, and in many case the size and shape of our services has changed dramatically.
- 6.4. Staff numbers (Headcount) have reduced from 3,997 to 2,745 (-31%) in that time. The scale of this change is important context – a far more radical and transformative approach is now required.

Meeting the new challenge

- 6.5. For several months now we have known that we need to make £95m of budget savings from 2014/15 to 2017/18. This year (2014/15) we made £10m of reductions that will flow into next year. This reduces the total we need to find to some £85m. The profile of the savings we need to make requires us to find in the region of £40m savings for 2015/16 and £45m over the next two years. So next year is particularly difficult and we will need to make decisions quickly to gain the “full year effect” of any changes that are made. If £40m of savings are agreed three months late we will only make £30m savings thereby compounding our fiscal problem. Timely decision making when making savings of this scale is therefore extremely important.
- 6.6. By 2018 it is likely that, as an organisation, we will be one-third smaller than we are now. It is not a case of simply listing budget savings and applying a weighted set of priorities. We need to be fully understanding of the consequences of any changes we plan to make. Reducing, say, the adoption & fostering budget by 30 per cent will have different consequences to reducing the libraries budget by the same percentage. For the members making these tough choices, priorities do not involve weighing suggested percentage reductions but in weighing their anticipated consequences.

Organisational flexibility

- 6.7. To develop effectively to meet this dramatic budget challenge our organisation needs to be strategic, agile, resilient and flexible. We are presently organised on a “directorates” basis. This ensures role clarity and management accountability for the design and delivery of services. We had five directorates when we had 5,000 staff. We now employ less than 3,000 staff and the numbers are bound to fall further. We are trying to be agile and adaptive in how we manage our people, functions and projects. This is one reason why we have not approached the task of reshaping our budget on a silo or directorate basis.
- 6.8. How we are organised will continue to change as our resource base changes. Put together all these changes will make new demands on staff, managers and Members alike. Of course services will continue to be grouped on a “linked” or “like” basis and of course we will continue to need clear lines of management accountability from services to the Mayor and Council. It is just that the future will involve continuous organisational change. Our Lewisham future programme is a three year programme of change linked to our medium term budget plan. We have structured our savings for next year to foreshadow the savings that will come in the following two years. And once we are delivering the savings for next year we will be recasting our approach for the following two years.

Budget Strategy and the Lewisham future programme

- 6.9. So we face significant challenges. All budgets need to be investigated. All services, activities and functions need to be examined. But there is no point simply turning over every stone. Real changes need to be made. The Mayor and the Council have encouraged managers and staff to be radical and consider all options. That said, we all share a tendency to “preserve and sustain” the best elements of existing services. And this can be so for good reason. But our focus should be on the next generation of citizens and service users.
- 6.10. We need to change services now with the future in mind. After the Mayor and Council have made decisions on the budget savings for 2015/16 we will very swiftly be working out options for the next phase (an additional £45m over the following two years). In some functional service areas the savings we will be making for next year will point to a likely “end state” for the service area concerned; in other areas next year’s savings will be little more than a staging post for setting future direction.
- 6.11. In developing options within the Lewisham future programme officers have been guided by the enduring principles for change agreed in 2010, as well as the broad objectives and principles articulated by the Mayor, Cabinet and elected members in previous budget rounds, and in the Mayor and Labour Group’s Manifesto.
- 6.12. Such principles have informed not just the Lewisham future programme’s overall approach but also many of the specific proposals that have come forward. They include:
- Working in partnership with other public agencies, community groups and exploring opportunities with other local authorities to provide services jointly;
 - Preserving frontline services as far as possible, and where necessary reducing back-office functions to do this; and
 - Prioritising services that support and protect the vulnerable.
- 6.13. The Council secures 150 or so distinct services. These are grouped under common management arrangements to ensure effective and efficient delivery as well as assure accountability to the Mayor and the Council. However, in deciding how services could be shaped for the future, officers have tried to step outside of conventional professional and management silos to imagine how things could be done very differently at lower overall cost. In some service functional areas this is easier than in others.
- 6.14. A core part of the Lewisham future programme are the cross cutting proposals which touch all aspects of council activities. These include:
- reviewing, centralising and reshaping all the business support functions across the Council,
 - exploring how we can increase income (in relation to the services provided to schools, in relation to assets and property management, improving debt recovery and reviewing the council’s investment strategy), and
 - centralising policy, performance and commissioning functions across the organisation to rationalise resource and reshape the functions.
- 6.15. Broader transformational work by officers is underway on exploring the opportunities for increasing shared services, and developing a customer service transformation programme which aims to improve the way that our customers

interact with the council and through reshaping the front office reduce costs and duplication. Both of these projects are at early development and will be developed over time and will require work with stakeholders and members to develop an understanding of ambition.

- 6.16. Almost half of the Council's budget is spent on the combined costs of safeguarding some 2,000 children at risk and delivering care to some 6,000 vulnerable adults- these we have categorised as 'care services'.
- 6.17. In Children's Services, a transformational approach is proposed that will re-align the Early intervention and Social Care Referral and Assessment functions to create a new approach to our front door for access to services, and allow for more integration leading to fewer assessments. Alternative delivery models and level of provision across our early intervention providers in Children's Centres, Targeted Family Support (TFS) and the Family Intervention Project (FIP) are proposed in order to build in greater flexibility to work at lower costs.
- 6.18. Our "care services" for both children's and adults are crucial, but they still need to be changed and made more cost-effective. In adult social care it is inevitable that there will be changes in the shape, scope and standard of care services we can deliver and, as we are outliers in cost of some packages in London, efficiencies are possible. This is unavoidable. Further savings to the Children's Social Care placement and other budgets will also be part of the overall Programme.
- 6.19. Integration of adult social care services with local health services has been developed over the last few years and this highly transformative programme will start to deliver budget savings in 2016/7. The immediate focus for savings will be achieved through looking at ensuring that decisions made in relation to packages of care and those that are made on longer term care, including residential and nursing home placements, are undertaken within a clear framework that enables the service to manage demands within a reduced budget.
- 6.20. Our "core" services provide a basic bedrock of acceptable living for all of our residents (these include, among others, refuse collection, waste disposal, street sweeping, tax collection and the maintenance of the basic local public infrastructure). They are "common good" services and investments for everyone. These "core" services will also be subject to radical change and reform - but in ways that differ dramatically from our approach to care services. Proposals within the Programme include (1) investigating the option of sharing depot and plant costs with other Councils; and (2) changes to service standards.
- 6.21. Our "mandated" services are areas that either the Government requires the Council to secure or the Council itself chooses to focus attention and resources (such as planning & development control, improving school effectiveness, public health, leisure or crime reduction, economic regeneration, housing benefits among very many others). These "mandated" services include spending on activities that are aimed at supporting the social or civil fabric of the borough (such as the community sector, youth services, etc).
- 6.22. The extent to which our spending on these services is scoped by statute or our own policy discretion is highly arguable. Many activities that are described (by service users and service providers alike) as "statutory" are in effect discretionary when it comes to the service standard or the service coverage that is secured.

Unless there is a prescribed statutory approach to the service standard, coverage and quality thresholds, the level of service secured is most usually a matter for the Council to determine in consultation with the service users and with residents (and council taxpayers) locally.

- 6.23. The Lewisham future programme includes proposals on every mandated area. Some proposals such as those on the Youth Service recognises the need to have a clear view of the “end state” for the service so that plans can proceed with that in mind. It sets out two options for the service. The first is to proceed with a mutualisation of the service whilst the second risk reduces funding to the level of a statutory service straight away.
- 6.24. For some of our mandated services we are using the same transformative approaches as used for the high cost ‘care’ services. For instance, we have developed a proposal for a new single enforcement service bringing together some environmental health, community safety, trading standards, public nuisance and licensing – saving money and delivery an integrated service. For other areas proposals are using procurement to reduce costs (such as in Crime reduction or supporting people) or reviewing management and organisational structures (such as in asset management, libraries service, and planning and economic development).
- 6.25. For some areas proposals are developed that seek to further engage local communities in co-providing services with us, for instance in the parks service. Involving communities in shaping the future of our service delivery is a key issue for the Council over the coming period. We need to devise a coherent approach to this for the next phase of the Lewisham future programme.
- 6.26. Finally, the Council spends money on several “corporate” functions to ensure that its efforts are lawful, coordinated, accountable and well run. These include the cost of the corporate and democratic core of the Council, the cost of budget and legal compliance as well as those functions that enable audit, communications and partnership working as well as support assurance to the Mayor and elected Members generally. Proposals are being developed in reducing the support provided by corporate services such as Finance, HR and audit and risk.
- 6.27. Shaping the budget strategy and the Lewisham future programme is the understanding, developed over time with members, based on the principles of protecting the vulnerable and front line, that the base costs of all of our “mandated” services together with these “corporate” functions of the Council will need to be revised substantially and bear the highest rate of cost reduction. And in some instances we may have to radically reduce the financing of these activities.

7. LOCAL POLICY CONTEXT

- 7.1. The Council’s strategy and priorities drive the revenue budget savings process, with changes in resource allocation determined in accordance with policies and priorities. *Shaping our future* is Lewisham’s Sustainable Community Strategy. It covers the period for 2008 to 2020 and sets out a vision for Lewisham and the priority outcomes that organisations, communities and individuals can work towards to make this vision a reality. The key priorities are set out at Appendix 1B for reference.

- 7.2. We have embarked on a wide and deep budget discussion with our service users, our residents generally, our staff and their trade unions. The Mayor and the Council are the prime and ultimate decision makers in the tough public choices ahead. In this way, tough decisions will be made with the benefit of wide public dialogue. There is considerable vitality and dynamism in our communities across Lewisham as well as in the wider London economy. Public sector austerity provides one backcloth to these difficult decisions - but so too does positive cultural diversity, strong inward investment and widening economic opportunities.
- 7.3. In taking forward the Council's Budget Strategy, in engaging our residents, service users and employees, and in deciding on the future shape, scale and quality of services, we will be driven by the Council's four core values:
- We put service to the public first.
 - We respect all people and all communities.
 - We invest in employees.
 - We are open, honest and fair in all we do.

8. LEWISHAM FUTURE PROGRAMME : PROCESS, PRINCIPLES AND TIMETABLE

- 8.1. The savings challenge for the three financial years 2015/16 to 2017/18 was assessed by Mayor & Cabinet in the Medium Term Financial Strategy in July 2014. This identified the savings requirement to be £85m over the three years as set out in the table below.

Savings required	2015/16	2016/17	2017/18	Total
£m	39	26	20	85

- 8.2. To develop proposals to meet these targets the Council's managers have been considering ideas for change across all functions and services in weekly meetings of the Lewisham Future Board.
- 8.3. This report presents £39.9m of savings proposals generated by the Lewisham future programme across eighteen cross-cutting thematic areas. They have undergone public scrutiny by elected members, and are now being put forward for consideration and decision by Mayor and Cabinet. More proposals will come forward in due course. Already, however, they are examples of the new kinds of solutions we now need to be considering:
- integrating more with our partners, in particular social care services with health;
 - managing demand for high cost services like adult and children's social care;
 - looking at new delivery models, like public sector mutuals, voluntary organisations and the private sector;
 - generating more income through our assets, taking a more commercial and entrepreneurial approach, and extending charging for free or low cost services;
 - transforming the way our organisation works by merging teams and collaborating across directorates; and, where appropriate,

- ceasing some services altogether.

8.4. For consistency through this report and to enable further savings proposals to be brought forward as required as part of the 2015/16 budget setting process between now and February 2015 the following referencing will apply.

LFP Area	Lewisham future programme work strand
A	Smarter & deeper integration of social care & health (incl. Public Health)
B	Supporting people
C	Sharing services (incl. third party spend)
D	Efficiency review
E	Asset rationalisation
F	Corporate and business support services
G	Income generation
H	Enforcement and regulation
I	Management and corporate overheads
J	School effectiveness services
K	Crime reduction
L	Culture and community services
M	Housing strategy and non-HRA funded services
N	Environmental services
O	Public services
P	Planning and economic development
Q	Safeguarding and early intervention services
R	Customer transformation

8.5. When setting previous years budgets some savings were agreed that impact on the 2015/16 budget. These are identified in detail in the report setting the 2014/15 budget, agreed at Full Council on the 26 February 2014. In summary they are:

LFP Area	Previously agreed savings for 2015/16	Saving £'000
E	Savings on JC Decaux contract	47
I	Performance management system licensing costs	33
I	Savings on photocopiers and closure of Inprint	500
J	Charges to schools for Council services	75
L	Reduce sport development grant & Fusion contract	50
N	10% reduction on green space management contract	250
O	Outsource emergency out of hours service	100

LFP Area	Previously agreed savings for 2015/16	Saving £'000
O	Reorganise service point staffing	25
Q	Attendance and Welfare service changes	200
Q	Business support in Children's social care	50
Q	Looked after children team changes	100
Q	Use of Council premises for supervised visits	50
	Total	1,480

- 8.6. One saving previously agreed for 2015/16 is no longer able to be made. It was a proposal to transfer some hostels from the Housing Revenue Account to the General Fund with a resultant saving of £200k. This was dependent on Secretary of State approval which it is now understood will not be granted were an application made. For this reason the saving is withdrawn.
- 8.7. The Lewisham future programme is a rolling programme to allow savings proposals to be brought forward for decision and progressed as and when ready. This is necessary because the scale of the changes and number of variables, including the risks that some of these proposals require the Council to take, mean that the direction of travel for each work strand will need to be continuously assessed and refined.
- 8.8. In broad terms, the overall position in terms of potential savings still to be identified, assuming all the proposals included in this report were taken, is set out in the table below.

Lewisham Future Programme - gap to target for three years 2015/16 to 2017/18 (assuming all proposals agreed)	Gap £m
A. Integration of social care and health (incl. Public Health)	12
B. Supporting people	
C. Shared services (and third part spend)	12
D. Efficiency review	
E. Asset rationalisation	6
F. Corporate and business support services	1
G. Income generation	2
H. Enforcement and regulation	1
I. Management and corporate overheads	5
J. School effectiveness	
K. Crime reduction	
L. Culture and community services	
M. Housing strategy and non HRA funded services	
N. Environmental services	3
O. Public services	
P. Planning and economic development	

Lewisham Future Programme - gap to target for three years 2015/16 to 2017/18 (assuming all proposals agreed)	Gap £m
Q. Safeguarding and early intervention services	1
R. Customer transformation	2
Total	45

- 8.9. To enable proposals by work strand to be brought forward on a continuous basis, the report has been structured to present an overview for each work strand as follows:
- the numbers (previously agreed, proposals, expected to follow);
 - explanation of the services in review; and
 - a summary of the savings proposals being submitted for scrutiny and decision to enable them to be progressed.
- 8.10. The detail of the savings proposals are then provided in the appendices, including any specific legal implications.
- 8.11. Through September, October and early November these savings proposals have been discussed with members, unions, and the public. These proposals were published in full on the 25 September for scrutiny by the Council's select committees. The comments of scrutiny are being compiled and will be considered as a whole at the Public Accounts Select Committee on the 5 November and then referred onto Mayor & Cabinet on the 12 November. Officers met with the unions on the 22 September to introduce the savings proposals. The offer for Joint and Corporate Consultative Committees to discuss the full proposals was made and taken up where relevant by the unions. Continuing engagement and fuller consultation with the unions will take place as the detailed staff consultations are brought forward by officers.
- 8.12. During September and October 2014 the Council ran the Lewisham Big Budget Challenge. This exercise was intended to:
- raise awareness of the financial position the Council faces and the size of the challenge,
 - raise awareness of what the Council spends money on,
 - build understanding of the sorts of decisions that the Mayor and councillors will need to take and the trade-offs that will be necessary, and
 - encourage people to think about how community needs can be met without council spending.
- 8.13. We did this through the use of an online budget simulator, presentations and discussions at every local assembly and a quick survey targeting users of our website and our e-newsletters. In total we engaged more than 3,000 people in the Lewisham Big Budget Challenge. An analysis of what emerged as people's priorities and their suggestions for spending reductions, raising income and other comments will be reported to Mayor and Cabinet on the night and be available in writing to Council before its meeting on 26 November.
- 8.14. Going forward until the budget report in February 2015 the narrative will remain broadly unchanged with the tables updated where required and revised appendices attached to enable the decisions being requested to be put forward at the relevant time. These updates will be circulated prior to the relevant meetings.

- 8.15. Once the budget for 2015/16 has been set this report will be rebased with the narratives updated and numbers (in particular the targets) refreshed for future Lewisham future programme work.
- 8.16. Working towards setting the Council's annual budget for 2015/16 in February 2015 this means savings proposals for scrutiny and the key Mayor and Cabinet (M&C) dates are as follows:

Review of Savings proposals	Children & Young People	Healthier	Housing	Public Accounts	Safer Stronger	Sustainable
Select Ctte.	2 Oct	21 Oct	1 Oct	5 Nov	3 Nov	30 Oct
M&C	12 Nov	12 Nov	12 Nov	12 Nov	12 Nov	12 Nov
Select Ctte.	15 Dec	2 Dec	17 Dec	10 Dec	3 Dec	9 Dec
M&C	14 Jan	14 Jan	14 Jan	14 Jan	14 Jan	14 Jan
Select Ctte.	4 Feb	14 Jan	28 Jan	5 Feb + Budget	22 Jan	20 Jan
M&C	11 Feb	11 Feb	11 Feb	11 Feb + Budget	11 Feb	11 Feb

- 8.17. Each M&C decision would then be subject to the usual Business Panel scrutiny call in process and reconsideration at the following M&C if necessary.

9. SAVING PROPOSALS BY THEMATIC REVIEW

- 9.1. The table below presents the current position. It summarises the savings position for each of the Lewisham future programme work strands for 15/16 (previously agreed, proposed and expected) and proposals for the future years 16/17 and 17/18.

LFP Area	15/16	15/16	15/16	15/16	16/17	17/18
	£'000	£'000	£'000	£'000	£'000	£'000
	Prev.	Prop.	Expect.	Total	Prop.	Prop.
Proposals	1,480	28,763	770	31,013	6,462	4,696
Target	1,480	37,520		39,000	26,000	20,000
Gap	0	-8,757		-7,987	-19,538	-15,304
By Area						
A	0	9,659	0	9,659	0	0
B	0	1,349	0	1,349	1,174	0
C	0	0	0	0	0	0
D	0	2,500	0	2,500	2,500	2,500
E	47	909	0	956	760	985
F	0	900	0	900	0	0
G	0	974	0	974	0	0
H	0	800	0	800	0	0
I	533	2,090	0	2,623	0	0

LFP Area	15/16	15/16	15/16	15/16	16/17	17/18
	£'000	£'000	£'000	£'000	£'000	£'000
	Prev.	Prop.	Expect.	Total	Prop.	Prop.
J	75	751	0	826	0	0
K	0	974	350	1,324	30	0
L	50	1,405	420	1,875	375	0
M	0	700	0	700	200	100
N	250	740	0	990	0	0
O	125	650	0	775	200	0
P	0	229	0	229	0	0
Q	400	4,133	0	4,533	1,223	111
R	0	0	0	0	0	0

- 9.2. For each of the eighteen work strands of the Lewisham future programme the remainder of this section sets out two things. They are:
- An overview of the work strand and approach being taken to identify the savings proposals required to 2017/18, and
 - A summary of the specific proposals being brought forward for scrutiny and decision now.

- 9.3. Each proposal is supported by a pro-forma saving template and, where necessary (usually when public consultation is required), accompanied by a full report. The pro-forma and full reports are provided in the Appendices.

A. Smarter & deeper integration of social care & health

- 9.4. Overview

Proposals - A	15/16	16/17	17/18	Total
Previously agreed	0	0	0	0
Proposed now	9,659	0	0	9,659
To follow for 15/16 budget	0	0	0	0
Total	9,659	0	0	9,659
Select Committee	Healthier Communities			

- 9.5. Adult social care needs to meet the challenge of unprecedented financial pressures and, at the same time, needs to respond to increases in the level and complexity of demand, and meet the new obligations introduced by the Care Act. Following a review and an analysis of expenditure (using the LGA's Towards Excellence in Adult Social Care tool) savings proposals for 15/16 in adult social care have been identified - as ones which are outliers in terms of expenditure showing higher than average expenditure when benchmarked against comparator boroughs. These savings proposals have been developed in accordance with the legislation that governs the delivery of adult social care.
- 9.6. For 15/16, the identified proposed savings will be achieved primarily through ensuring that decisions made in relation to packages of care and those that are made on longer term care, including residential and nursing home placements, are undertaken within a clear framework that enables the service to manage demands within a reduced budget.

- 9.7. For 16/17 and beyond, savings proposals will come from the planned activity within the Adult Integrated Care Programme which will, amongst other things, deliver effective advice and support for self care, develop and improve access to community based care, and link individuals to community networks of support.
- 9.8. In addition, this thematic review has incorporated the work that has been undertaken in Public Health funding which will be reinvested in services with clear public health outcomes.
- 9.9. A more detailed introduction providing additional context to the approach taken to preparing the smarter and deeper integration of social care and health, public health and supporting people proposals is provided at Appendix 2 to this report.

Summary of proposed savings (see Appendix 1-A for detailed proposals)

- 9.10. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
A1	This proposal will ensure that a consistent approach is taken in meeting care and support needs in the most cost effective way. This may result in some community based packages of care ending or being reduced where needs can be met in different and more cost effective ways.	2,680	0	0	N	Y
A2	The majority of this savings proposal (£900k) represents a negotiated reduction in 24 hour individual prices of care packages. £550K of saving relates to pathway clarification and redesign. The final £50 relates to the extension of charging to people using supported living services.	1,500	0	0	N	Y
A3	Reconfiguring sensory services provision.	150	0	0	Y	Y
A4	Remodelling building based day services and associated transport costs.	1,300	0	0	Y	Y
A5	Charging for Adult Social Care Services.	275	0	0	N	Y
A6	Public Health programme review (I)	1,500	0	0	N	Y
A7	Mental Health provision	250	0	0	N	N
A8	Public Health programme review (II)	1,154	0	0	Y	Y
A9	Review of services to support people to live at home	250	0	0	Y	N
A10	Proposal in respect of recouping health costs	600	0	0	N	N
Total		9,659	0	0		

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		

Key:

SI - Staff Implications

PC - Public Consultation Required

B. Supporting People

9.11. Overview

Proposals - B	15/16	16/17	17/18	Total
Previously agreed	0	0	0	0
Proposed now	1,349	1,174	0	2,523
To follow for 15/16 budget	0	0	0	0
Total	1,349	1,174	0	2,523
Select Committee	Healthier Communities			

9.12. In Lewisham, housing-related support is delivered by a number of service providers to clients with a range of needs (this was formerly funded via the Supporting People budget). Support takes place across different accommodation settings: high-support hostels, shared supported housing and in the community via floating support. As well as funding a number of schemes providing generic support for vulnerable adults such as sheltered housing Lewisham runs specialist projects for individual client groups, such as drug and alcohol users, women experiencing violence and exploitation, people with mental health, learning disabilities, older people, and rough sleepers.

9.13. A more detailed introduction providing additional context to the approach taken to preparing the smarter and deeper integration of social care and health, public health and supporting people proposals is provided at Appendix 2 to this report.

Summary of proposed savings (see Appendix 1-B for detailed proposals)

9.14. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
B1	Efficiency savings through reduced contract values while maintaining capacity, reductions in service capacity, service closures, a review of mental health services across the board lends itself to changes in what is currently commissioned via the SP programme, and a complete reconfiguration and re-procurement of all remaining floating support services.	1,349	1,174	0	N	Y
	Total	1,349	1,174	0		

Key:

SI - Staff Implications

PC - Public Consultation Required

C. Shared Service

9.15. Overview

Proposals - C	15/16	16/17	17/18	Total
Previously agreed	0	0	0	0
Proposed now	0	0	0	0
To follow for 15/16 budget	0	0	0	0
Total	0	0	0	0
Select Committee	Public Accounts			

9.16. There are a number of good examples of sharing services that already exist across the Council and indeed some of the other projects within the Lewisham Future Programme are exploring opportunities to further maximise this potential, often through joint procurement. As a starting point, this project is gathering all of these examples together so we can look strategically across the programme at future ways of working with other local authorities and partners.

9.17. There are no specific saving proposals at this time.

D. Efficiency Review

9.18. Overview

Proposals - D	15/16	16/17	17/18	Total
Previously agreed	2,500	2,500	2,500	7,500
Proposed now	0	0	0	0
To follow for 15/16 budget	0	0	0	0
Total	2,500	2,500	2,500	7,500
Select Committee	Public Accounts			

9.19. In setting the 2014/15 budget the decision was agreed to effect this efficiency saving by means of holding back an annual amount of £2.5m of non-pay inflation when setting service budgets. It is anticipated that this approach will continue for the remainder of the programme (i.e. to 2017/18). This assumption will be re-proposed for agreement as part of setting the Council's annual budget in February each year.

9.20. There are no further specific saving proposals at this time.

E. Asset Rationalisation

9.21. Overview

Proposals - E	15/16	16/17	17/18	Total
Previously agreed	47	0	0	47
Proposed now	909	760	985	2,654
To follow for 15/16 budget	0	0	0	0
Total	956	760	985	2,701
Select Committee	Sustainable Development			

9.22. The review of the Council's current asset arrangements is linked to the delivery of the regeneration programme. The programme has five key strands of activity linked to rationalising the corporate estate and the facilities management thereof, generating income through the asset portfolio, reviewing arrangements for our commercial estate, energy generation and supply, and the structure of the service.

Summary of proposed savings (see Appendix 1-E for detailed proposals)

9.23. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
E1	Structural re-organisation of the Regeneration & Asset Management Division.	600	0	0	Y	N
E2	Efficiencies in the current facilities management contracts and optimising the current operational estate (reduction in the quantum of office accommodation).	150	305	670	N	N
E3	New ways in generating income from assets.	0	0	200	N	N
E4	Generating increased income, based on up-to-date market rates, better use of properties and effective rent collection. Also includes the transfer of commercial assets from the HRA to the GF.	50	445	100	N	N
E5	Energy efficiency measures	109	10	15	N	Y
Total		909	760	985		

Key:

SI - Staff Implications

PC - Public Consultation Required

9.24. Further areas to the above are being considered, including an expected £5.7m to be delivered through the generation of new income from the regeneration of existing Council assets. However, this will only be delivered by 2021, beyond the timeframe for the Lewisham future programme.

F. Corporate and Business Support Services

9.25. Overview

Proposals - F	15/16	16/17	17/18	Total
Previously agreed	0	0	0	0
Proposed now	900	0	1,000	1,900
To follow for 15/16 budget	0	0	0	0
Total	900	0	1,000	1,900
Select Committee	Public Accounts			

- 9.26. This is a review of all business support arrangements across the organisation. The review aims to centralise, rationalise and streamline the service into a single professionalised service.

Summary of proposed savings (see Appendix 1-F for detailed proposals)

- 9.27. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
F1	Establishment of a centrally located, corporate business support service which combines a general support function with specialist service hubs.	900	0	1,000	Y	N
Total		900	0	1,000		

Key:

SI - Staff Implications

PC - Public Consultation Required

- 9.28. Further phases of work will consider opportunities to rationalise senior management support and review case-work processes and structures.

G. Income Generation

- 9.29. Overview

Proposals - G	15/16	16/17	17/18	Total
Previously agreed	0	0	0	0
Proposed now	974	0	0	974
To follow for 15/16 budget	0	0	0	0
Total	974	0	0	974
Select Committee	Public Accounts			

- 9.30. This review is considering approaches to optimise income generation through: changes to the Council's fees and charges structures, increasing charges to schools, improving debt collection and reviewing the council's current investment strategy.

Summary of proposed savings (see Appendix 1-G for detailed proposals)

- 9.31. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
G1	Changes to our fees and charges structures, reviewing charges to our School Service Level Agreements (SLAs), improving debt collection and reviewing the council's current	974	0	0	N	Y

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
	investment strategy.					
	Total	974	0	0		

Key:

SI - Staff Implications

PC - Public Consultation Required

9.32. The required consultation report for the blue badge element of this proposal is attached at Appendix 3.

9.33. This work strand is also:

- conducting an audit of advertising opportunities in the borough,
- looking at embedding some key principles to increase income across the Council,
- implementing a formal annual review of fees and charges, and
- setting a clear income strategy and improving commercialism.

H. Enforcement and Regulation

9.34. Overview

Proposals - H	15/16	16/17	17/18	Total
Previously agreed	0	0	0	0
Proposed now	800	0	0	800
To follow for 15/16 budget	0	0	0	0
Total	800	0	0	800
Select Committee	Safer Stronger Communities			

9.35. This involves reviewing enforcement and regulation services in order to group services together into a community protection hub, public realm hub and built environment hub. The review will also look at opportunities to deliver savings proposals through alternative delivery models.

Summary of proposed savings (see Appendix 1-H for detailed proposals)

9.36. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
H1	Restructuring of enforcement and regulatory services	800	0	0	Y	N
	Total	800	0	0		

Key:

SI - Staff Implications

PC - Public Consultation Required

I. Management and corporate overheads

9.37. Overview

Proposals - I	15/16	16/17	17/18	Total
Previously agreed	533	0	0	533
Proposed now	2,090	0	0	2,090
To follow for 15/16 budget	0	0	0	0
Total	2,623	0	0	2,623
Select Committee	Public Accounts			

- 9.38. This is a review of all management and professional back office functions to identify options to reduce spend by between 30-50%. This has included: a review of Corporate and Democratic costs, Policy, Strategy and Performance functions, Commissioning and Procurement arrangements, Legal, Human Resources, Information Technology, Finance and Audit & Risk services.

Summary of proposed savings (see Appendix 1-I for detailed proposals)

- 9.39. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
I1	Savings in management overheads, commissioning, and professional services budgets covering Finance, Legal Services, Audit and Risk, Human Resources and IMT.	2,090	0	0	Y	N
	Total	2,090	0	0		

Key:

SI - Staff Implications

PC - Public Consultation Required

J. School Effectiveness

9.40. Overview

Proposals – J	15/16	16/17	17/18	Total
Previously agreed	75	0	0	75
Proposed now	751	0	0	751
To follow for 15/16 budget	0	0	0	0
Total	826	0	0	826
Select Committee	Children and Young People			

- 9.41. This strand is looking at all aspects of services to schools to identify opportunities to increase income (most of which are set out in the income generation review above). In addition, savings proposals of £751k have been identified through reducing the central funding for Educational Psychologists; through grant substitution from the DSG around the management of our early years function and from the Basic Needs Grant for staff working on the expansion of school places.

Summary of proposed savings (see Appendix 1-J for detailed proposals)

9.42. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
J1	The proposal to increase the income from the Service Level Agreement which will increase the costs for schools which will need to be paid for from the Individual Schools Budget block of the DSG.	751	0	0	N	N
Total		751	0	0		

Key:

SI - Staff Implications

PC - Public Consultation Required

K. Crime Reduction

9.43. Overview

Proposals – K	15/16	16/17	17/18	Total
Previously agreed	0	0	0	0
Proposed now	974	30	0	1,004
To follow for 15/16 budget	350	0	0	350
Total	1,324	0	0	1,354
Select Committee	Safer Stronger Communities			

9.44. This is a review of Drug & Alcohol and Youth Offending Services to identify opportunities for reshaping provision in 2015/16.

Summary of proposed savings (see Appendix 1-K for detailed proposals)

9.45. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
K1	The Prevention and Inclusion service will be tendering a number of services to increase efficiencies while reducing and targeting provision such as residential rehabilitation.	574	30	0	Y	N
K2	Restructure of YOS service and changes in interventions and reduction in some contracts.	200	0	0	Y	N
K3	Withdraw funding from the case mgt/support team element of the Integrated Offender Management	200	0	0	N	N

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
	Service.					
	Total	974	30	0		

Key:

SI - Staff Implications

PC - Public Consultation Required

- 9.46. This work strand is also undertaking work to identify at least a further £350k of saving proposals that will need to be brought forward at a later date but in time to be included in the February 2015/16.

L. Culture and Community Services

9.47. Overview

Proposals – L	15/16	16/17	17/18	Total
Previously agreed	50	0	0	50
Proposed now	1,405	375	0	1,780
To follow for 15/16 budget	420	0	0	420
Total	1,875	375	0	2,250
Select Committee	Safer Stronger Communities			

- 9.48. This is a review of the Council's grants programme and a review of the management arrangements for library services and the theatre in 2015/16. The proposal for the grants programme is currently out to public consultation, following agreement from Mayor & Cabinet in July 2014, and if agreed will be operational from July 2015.

Summary of proposed savings (see Appendix 1-L for detailed proposals)

- 9.49. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
L1	Review of VCS grants programme.	1,125	375	0	N	Y
L2	Libraries staff reorganisation.	280	0	0	Y	N
	Total	1,405	375	0		

Key:

SI - Staff Implications

PC - Public Consultation Required

- 9.50. Further work is currently underway to develop savings proposals of at least £420k for 2015/16. This work is reviewing the budgets for Arts and Sports Development, Leisure, Theatre and the Local Assemblies.

M. Housing Strategy and non-HRA funded services

9.51. Overview

Proposals – M	15/16	16/17	17/18	Total
Previously agreed	0	0	0	0
Proposed now	700	200	100	1,000
To follow for 15/16 budget	0	0	0	0
Total	700	200	100	1,000
Select Committee	Housing			

9.52. This review covers the whole of the Strategic Housing division (including Housing Needs, Private Sector Housing Agency and Housing Strategy & Programmes). It aims to identify how services can be reshaped to meet rising demand at a lower cost, as well as creating opportunities to generate additional income. HRA-funded services are excluded from scope as they will be considered within the Income Generation review.

Summary of proposed savings (see Appendix 1-M for detailed proposals)

9.53. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
M1	Transfer of non-housing stock from the HRA to the General Fund.	700	200	100	N	N
	Total	700	200	100		

Key:

SI - Staff Implications

PC - Public Consultation Required

N. Environmental Services

9.54. Overview

Proposals – N	15/16	16/17	17/18	Total
Previously agreed	250	0	0	250
Proposed now	740	0	0	740
To follow for 15/16 budget	0	0	0	0
Total	990	0	0	990
Select Committee	Sustainable Development			

9.55. This as a review of key environment services, including waste collection & disposal, street cleansing and bereavement. An externally commissioned review of waste disposal services has recently been undertaken as part of a London wide efficiency programme. The review has identified options including changes to the frequency of collection of waste and recycling, charging for elements of the collection process and introducing different vehicle types.

Summary of proposed savings (see Appendix 1-N for detailed proposals)

9.56. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
N1	To close and cease to maintain a number of small parks, highways enclosures and closed churchyards and reduce management and management support posts	340	0	0	Y	N
N2	Reduction in street cleansing frequencies and cleansing management costs.	400	0	0	Y	N
Total		740	0	0		

Key:

SI - Staff Implications

PC - Public Consultation Required

O. Public Services

9.57. Overview

Proposals – O	15/16	16/17	17/18	Total
Previously agreed	125	0	0	125
Proposed now	650	200	0	850
To follow for 15/16 budget	0	0	0	0
Total	775	200	0	975
Select Committee	Public Accounts			

9.58. This is aiming to review all aspects of services within the scope of public services to reduce cost, improve collection and streamline service delivery providing the capacity to take on additional customer facing services at low or no cost. Saving proposals of £850k to 2017/18 are currently being proposed.

Summary of proposed savings (see Appendix 1-O for detailed proposals)

9.59. The table below sets out in summary the individual proposals being brought forward for decision now.

9.60. The required consultation report for the discretionary freedom pass proposal is attached at Appendix 4.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
O1	End the discretionary Freedom Pass scheme.	200	0	0	N	Y
O2	Review Parking Contract Client Team.	50	0	0	N	N
O3	Set up an internal 'enforcement	400	200		N	N

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
	agency' (bailiff) service to collect Council Tax and other debts. The internal bailiff service will generate income from the statutory fees charged to debtors. The 'saving' is the net surplus income once operational costs have been taken into account.					
	Total	650	200	0		

Key:

SI - Staff Implications

PC - Public Consultation Required

P. Planning and Economic Development

9.61. Overview

Proposals – P	15/16	16/17	17/18	Total
Previously agreed	0	0	0	0
Proposed now	229	0	0	229
To follow for 15/16 budget	0	0	0	0
Total	229	0	0	229
Select Committee	Sustainable Development			

9.62. The Planning Service was last re-structured in September 2011 to facilitate a Development Management approach to the handling of planning applications and to integrate the administration functions within the Area teams to reduce fragmentation of the handling of planning applications. This review seeks to further embed the principles of Development Management. Saving proposals totalling £229k are currently being proposed.

Summary of proposed savings (see Appendix 1-P for detailed proposals)

9.63. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
P1	Restructure of planning service and Cutting funding for legal locum to deal with s106 agreements that is no longer required	229	0	0	Y	N
	Total	229	0	0		

Key:

SI - Staff Implications

PC - Public Consultation Required

Q. Early Intervention and Safeguarding

9.64. Overview

Proposals – Q	15/16	16/17	17/18	Total
Previously agreed	400	0	0	400
Proposed now	7,341 -3,208 4,133	1,223	111	3,208 and 5,467
To follow for 15/16 budget	0	0	0	0
Total	4,533	1,223	111	5,867
Select Committee	Children and Young People			

9.65. This strand of work is in two parts:

i) Early intervention and safeguarding

9.66. These proposals involve a re-alignment of the Early intervention and Social Care Referral and Assessment functions to create a new approach to our front door for access to services. Early Intervention Services have been moved into Children Social Care (CSC) to ready both services for more integration leading to fewer assessments which should allow us to reduce staffing levels. This strand also proposes alternative delivery models and level of provision across our early intervention providers in Children’s Centres, Targeted Family Support (TFS) and the Family Intervention Project (FIP) to build in greater flexibility to work at lower costs. It proposes a reduction in the unit costs of working with a family and a reduction by a third of the number of families we support. Greater use of the Troubled Families grant with these families will deliver further savings to the General Fund. The strand also proposes further savings to the Children’s Social Care placement and other budgets. In this strand savings proposals of £5.5m are set out, of which £4.18m is proposed for 2015/16; £1.2m for 2016/17 and £111k for 2017/18.

9.67. In 2015/16, £3.2m of the savings proposed in this strand is required in order to re-set the Children’s Social Care placements budget so will not count towards Lewisham future programme savings proposals – see explanation below.

ii) Youth Services

9.68. This strand proposes savings of at least **£1.4m** for the Youth Service. It recognises the need to have a clear view of the ‘end state’ for the service so that plans can proceed with that in mind. It sets out two options for the service. The first is to proceed with a mutualisation of the service following the delivery of the proposed savings, with the Council funding the mutual for three years, after which funding is withdrawn. The proposals set out the risk that, at the end of the three years, without some level of continuing Council funding, services above the statutory minimum might not be able to be sustained. The second option is to reduce funding to the level of a statutory service straight away. Proposed savings under Option 2 increase to **£3.1m**. The strand also sets out proposals relating to a reconfiguration of our youth re-engagement services, including the Mayor’s NEET programme and services offered at Baseline.

Summary of proposed savings (see Appendix 1-Q for detailed proposals)

9.69. The table below sets out in summary the individual proposals being brought forward for decision now.

Ref	Description	Amount £'000			SI	PC
		15/16	16/17	17/18		
Q1	These proposals involve a re alignment of the Early Intervention and Social Care Referral and Assessment functions to create a new approach to our front door and triage for access to services.	4,181 <u>-3,208</u> 973	1,223	111	Y	Y
Q2	Review of Youth Services.	3,160	0	0	Y	Y
	Total	4,133	0	0		

Key:

SI - Staff Implications

PC - Public Consultation Required

9.70. The explanation for the in-year budget saving relates to the budgets for Looked After Children placements, supporting adopted children and placements for Care Leavers which need to be re-set. While the numbers in these categories are not growing, the budgets do not reflect the actual numbers of children and young people who need to be supported. The Directorate for Children and Young People has, in previous years, covered the gaps through various management actions but the savings made in previous years mean that there is no longer the flexibility for those actions to cover the gaps. That has led to the current in-year overspend in the Children's Social Care placements budget. In order to re-set the budget, further savings proposals of £3.2m have had to be found. It is proposed that these savings come from the early intervention and safeguarding review strand as set out in Section 18 above.

9.71. The required consultation reports for both the Q1 and Q2 proposals are attached at Appendix 5 and 6 respectively.

R. Customer Service Transformation

9.72. Overview

Proposals - R	15/16	16/17	17/18	Total
Previously agreed	0	0	0	0
Proposed now	0	0	0	0
To follow for 15/16 budget	0	0	0	0
Total	0	0	0	0
Select Committee	Public Accounts			

9.73. The Customer Transformation Review is an 'enabling' strand of the Lewisham future programme. The ambition of the review is to transform the way end-to-end customer contact is delivered across the authority. The review is driven by the following three strands:

- The Access Channel Strategy
- Single Assessment and Case Management
- Front Office Review

9.74. The first phase of the review is examining housing benefit and housing needs processes to identify opportunities to streamline and automate processes and join

Disability	Number	%
Y	31	2.75%
N	1,102	97.26%
Total	1,133	100.00%

assessment functions together. The review is currently testing a number of

hypotheses which will inform savings proposals for the next financial year.

9.75. There are no specific saving proposals at this time.

10. FINANCIAL IMPLICATIONS

10.1. This report is concerned with the saving proposals it presents to enable the Council to set a balanced budget in 2015/16 and address the future financial challenges it faces. There will be direct financial implications on the level of savings required to balance the budget in 2015/16 arising from any saving proposals in this report that do not receive the Mayor's approval at the appropriate time, because only a partial year effect of the saving may then be gained.

11. HUMAN RESOURCES IMPLICATIONS

In Year Budget Savings 2015/2016 & 2016/2017 & 2017/2018

11.1. There are 24 new budget proposals for the financial years 2015/2016 and 2016/17 and 2017/2018 that are likely to have HR implications. All of these have HR implications for 2015/2016. Until detailed restructuring proposals have been finalised, it is not possible to specify exactly how many redundancies there might be. It is estimated that in the areas identified there are 1133 staff employed, and there could potentially be up to 289 staff in a redundancy situation based on the level of financial savings identified.

11.2. However, this is based on an average salary estimate and the number of potential redundancies is likely to be much nearer 200 based on early assessment of restructuring current proposals.

Breakdown of staff in affected areas by Gender

Gender	Number	%
Male	528	46.60%
Female	605	53.39%
Total	1,133	100.00%

- 11.3. There are more women employed in the areas identified in the budget proposals, this is slightly lower than the percentage of those employed in all Council areas i.e. 61.5%. The budget proposals do not appear to disproportionately impact on women at this stage. This will continue to be carefully monitored as the final proposals are drawn up.

Breakdown of staff in affected area by Ethnicity

Ethnicity	Number	%
BME	376	33.18%
White	661	58.34%
Not Disclosed	96	8.47%
Total	1,133	100.00%

- 11.4. The breakdown of staff in the affected arrears shows a slightly lower percentage of BME staff in areas impacted by the budget proposals, than employed in the Council i.e. 37.19%. The budget proposals do not appear to disproportionately adversely impact on BME staff at this stage. This will continue to be carefully monitored as the final proposals are drawn up.

Breakdown of staff in affected area with disabilities

Disability	Number	%
Y	31	2.75%
N	1,102	97.26%
Total	1,133	100.00%

- 11.5. The impact of the proposals for disabled staff appears proportionate at this stage but will continue to be monitored as more detailed proposals are drawn up.
- 11.6. Where agency workers are on placement in affected areas these arrangements will be terminated if the work they are doing would provide suitable alternative employment for displaced staff. These figures will continue to be refined as greater detail emerges from consultation documents.
- 11.7. Consultation with affected staff and the Trade Unions will take place on proposals with staffing implications in accordance with the Council's Management of Change Policy.
- 11.8. Significant numbers of staff are likely to be affected by these proposals and the Council will continue to offer support and advice to those staff placed in a redundancy situation. This will be delivered by working with partners agencies and will include financial advice, CV writing, interview skills, setting up your own business and career change advice.
- 11.9. Where proposals result in a change in the way that services are delivered, managers will be looking at how staff can be supported as part of the post implementation process. Advanced notification of redundancies has been sent to

The Insolvency Agency who also have a statutory requirement to assist employees facing redundancy.

12. LEGAL IMPLICATIONS

Savings proposals - General Legal Implications

Statutory duties

- 12.1. The Council has a variety of statutory duties which it must fulfil by law. The Council cannot lawfully decide not to carry out those duties. Even where there is a statutory duty there is often a discretion about the level of service provision. Where there is an impact on statutory duty, that is identified in the report. In other instances, the Council provides services in pursuit of a statutory power, rather than a duty, and though not bound to carry out those activities, decisions about them must be taken in accordance with the decision making requirements of administrative law.

Reasonableness and proper process

- 12.2. Decisions must be made reasonably taking into account all relevant considerations and disregarding all irrelevant matters. These are particular to the service reductions proposed and are set out in the body of the report. It is also imperative that decisions are taken following proper process. Depending on the particular service concerned, this may be set down in statute, though not all legal requirements are set down in legislation. For example, depending on the service, there may be a need to consult with service users and/or others and where this is the case, any proposals in this report must remain proposals unless and until that consultation is carried out and the responses brought back in a further report for consideration with an open mind before any decision is made. Whether or not consultation is required, any decision to discontinue a service would require appropriate notice. If the Council has published a procedure for handling service reductions, there would be a legitimate expectation that such procedure will be followed.

Staffing reductions

- 12.3. Depending on the number of any redundancies, the Council would have to comply with the requirements for collective consultation under Section 188 Trade Union and Labour Relations (Consolidation) Act 1992. This consultation is in addition to consultation with individuals affected by redundancy and/or reorganisation under the Council's own employment procedures.

Equalities

- 12.4. 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.
- 12.5. 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.

12.6. 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.

12.7. 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/>

12.8. 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

12.9. 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/>

12.10. The EHRC has also issued Guidance entitled “Making Fair Financial Decisions”. It appears at Appendix 7 and attention is drawn to its contents.

12.11. The equalities implications pertaining to the specific service reductions are particular to the specific reduction.

The Human Rights Act

12.12. Since the introduction of the Human Rights Act 1998 (HRA) the rights set out in the European Convention on Human Rights (ECHR) have been incorporated into UK law and can be enforced in the UK courts without recourse to the European courts.

12.13. Those articles which are particularly relevant in to public services are as follows:-

- Article 2 - the right to life
- Article 3 - the right not to be subject to inhuman or degrading treatment
- Article 5 - the right to security of the person
- Article 6 - the right to a fair trial
- Article 8 - the right to a private and family life, home and correspondence
- Article 9 - the right to freedom of thought ,conscience and religion
- Article 10 - the right to freedom of expression
- Article 11 - the right to peaceful assembly
- Article 14 - the right not to be discriminated against on any ground

The first protocol to the ECHR added

- Article 1 - the right to peaceful enjoyment of property
- Article 2 - the right to education

12.14. Some of these rights are unconditional, such as the right not to be tortured or subject to degrading treatment. Others may be limited in finite and well defined circumstances (such as the right to liberty. Others are qualified and must be balanced against the need of the wider community – such as the right to a private and family life. Where there are human rights implications associated with the proposals in this report regard must be had to them before making any decision.

Crime and Disorder

12.15. Section 17 of the Crime and Disorder Act 1998 requires the Council to have regard to the likely effect on crime and disorder when it exercises its functions, and the need to do all that it reasonably can to prevent crime and disorder in its area.

Best value

12.16. The Council remains under a duty under Section 3 Local Government Act 1999 to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. It must have regard to this duty in making decisions in respect of this report.

Environmental implications

12.17. Section 40 Natural Environment and Rural Communities Act 2006 states that “every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions to the purpose of conserving biodiversity”. No such implications have been identified in this report.

Specific legal implications

12.18. Members’ attention is drawn to the specific legal implications arising in relation to particular proposals set out in this report and summarised in Appendix 1C.

13. CONCLUSION

13.1. The Council expects to need to make further savings of around £85m between now and 2017/18. This figure is subject to change as financing estimates are

refined and government resourcing proposals confirmed. Of this total the gap for 2015/16 is £39m to enable the Council to set a balanced budget, as it is required to do in law.

- 13.2. In addition, going into the 2015/16 budget cycle, the Council is carrying a £3m budget gap which was agreed to be funded from reserves when setting the 2014/15 budget.
- 13.3. The saving proposals in this report reflect the work of the Lewisham future programme board between November 2013 and August 2014. This work continues. For 2015/16 the report presents £30.2m of potential savings – £1.5m of previously agreed savings and £28.7 of new savings proposals – towards the required £39m.
- 13.4. For 2015/16 this leaves a gap of £8.8m and the existing £3m call on reserves. In respect of closing this gap the report identifies at least £0.8m of expected further savings proposals to follow. When presented and if agreed, this would reduce the gap to £8.0m.
- 13.5. As noted in the Medium Term Financial Strategy report presented to M&C in July 2014, a corporate review in respect of reserves and provisions and the use of the New Homes Bonus is underway. Contributions to the Council's budget position from this work will be included in the assumptions presented for agreement in the budget setting report in February 2015.
- 13.6. While these savings proposals for 2015/16 are being considered the Lewisham future programme continues its work to identify and bring forward additional savings in respect of 2016/17 and 2017/18.

14. BACKGROUND DOCUMENTS AND FURTHER INFORMATION

Short Title of Report	Date	Contact
Medium Term Financial Strategy	16 July 2014	David Austin

For further information on this report, please contact:

David Austin, Head of Corporate Resources on 020 8314 9114

APPENDICES

Appendix 1 is one document.

It sets out the individual templates for specific savings proposals. These are grouped by Lewisham future programme work strand and referenced in sections A to R.

Appendix 1B Lewisham Corporate Priorities

Appendix 1C Summary of Specific Legal Implications

Appendices 2 to 7 are in one document

Appendices 2 to 6 provide more information in respect of the public consultations required for these proposals

APPENDIX 2 – Context for Adult Social Care (A) & Supporting People (B)

APPENDIX 3 – Blue badge administration charge (G1) proposal report

APPENDIX 4 – Discretionary Freedom Pass change (O1) proposal report

APPENDIX 5 – Early Intervention and Safeguarding (Q1) proposal report

APPENDIX 6 – Youth Services (Q2) proposal report

APPENDIX 7 – Making fair financial decisions

Two maps are provided as separate documents

- Children Centres
- Youth Services

APPENDIX 1 – SAVINGS PROPOSALS FOR SCRUTINY

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Appendix 1 Section A - Smarter & deeper integration of social care & health

An introduction providing additional context to the approach taken to preparing the smarter and deeper integration of social care and health, public health and supporting people proposals is provided at Appendix 2 to this report.

A1: Cost effective care packages

Cost Effective Care Packages	
Lead officer	Joan Hutton
Directorates affected by proposal	Community Services
Portfolio	Health, Wellbeing and Older People
Select Committee	Healthier Communities
Reference no.	A1
Short summary of proposal	<p>At any point in the year approximately 3,400 working age and older adults are receiving community based packages of care. In accordance with the Community Care Act requirements 1990, the Council has a statutory duty to provide an assessment of need to those local residents who request this and to review annually those existing service users who are in receipt of care.</p> <p>A primary objective of the assessment and review process is to assess an individual's needs and risk. The subsequent support plan aims to identify ways in which people can be supported to be as self sufficient as possible, and to provide timely intervention that promotes independence and where possible reduce the need for long term care and support.</p> <p>This proposal will ensure that a consistent approach is taken in meeting care and support needs in the most cost effective way. This may result in some community based packages of care ending or being reduced where needs can be met in different and more cost effective ways.</p>

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: 49826.5		
Expenditure £000's	Income £000's	Net Budget £000's
34,725.4	(3,375.4)	31,350.0

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
2,680	0	0	2,680		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
The cost of care packages is influenced by national eligibility criteria. In Lewisham this is currently set at meeting needs for those people with substantial and critical levels of need . It is not proposed to change the current eligibility criteria, as the new national eligibility criteria will be introduced in April 2015 as part of the implementation of the Care Act. The changes relating to the Care Act potentially mean that more people may be eligible for support and therefore it is important that new demands are met within budget.

3. Description of service and proposal

Both the assessment of need and a more creative and flexible approach to support planning and the use of resources will be consistently applied across all client groups. This will ensure that new and ongoing packages of care which are provided to adults to meet their needs are done so in a more cost effective way.

The laundry service contract is coming to an end. This is a discretionary service provided where we are putting in domestic care services. The proposal is not to renew this contract and to meet this need in a more cost effective way by using personal budgets/direct payments to pay for the domestic care worker to use the person's own washing machine or launderette facilities, that most people are able to access.

The Meals on Wheels contract will not be renewed and individuals in receipt of this service will be offered alternative options for the provision of a meal. For example, arranging for them to access supermarket home delivery services using personal budgets.

Saving proposal description

During an assessment or review, all packages of care will be reviewed to ensure that they continue to meet eligible needs and support plans identify the most creative, flexible and cost effective way of meeting those needs. This will include taking account of personal assets and the contributions an individual can make to ensure their needs are met. In addition, the service will continue to encourage more people to take up the use of direct payments and use that funding to procure their own support and care.

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

Where a person's needs no longer meet the eligibility criteria, or where it has been identified that the need could be met in a way that does not require the Council to procure a service to meet that need, following an assessment or review, eligible needs may be met in a different and cheaper way. This means that for some people a service that they were receiving may change or be discontinued or that an alternative provision to the one they had been receiving be introduced. However the support plan will ensure that their eligible needs are still met.

Staff who develop and monitor support plans will work with the individual user to explore community and voluntary options that could be used to meet their needs. We will continue to work with the community and voluntary sector to identify gaps in the current market and help them to develop their offer.

We will continue to encourage people to help themselves by promoting access to universal services. There will be no impact on staff from this proposal.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

Service users will have choice and control in the development of their support plans to meet their eligible needs within their personal budget. However any change to a package of care following an assessment or review, may cause stress to the service user. However eligible users will continue to receive support from care management staff and will be supported to make the transition to their new plan. In addition, we will continue to work with Services Users and their Carers to give appropriate advice and information on universal/community options. Assessing staff will ensure that people have received up-to-date benefits checks. Commissioners will work with the local market providers to develop new services.

Whilst Direct Payments are steadily increasing, we need to continue with increasing the number of Personal Assistants to work with users in Lewisham. A personal assistant can be employed directly by the service user and provide them with flexibility and choice over the services they receive.

Impact on Corporate Priorities:

Impact on Corporate Priorities:					
Main Priority – Most Relevant		Secondary Priority		Corporate Priorities:-	
J.		H.		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		
Level of Impact		Level of Impact			
High			Low		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage	
All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact					
What is the expected impact on equalities?	High				

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:	High	Medium	Low/ Neutral
Gender:	High	Medium	Low/ Neutral
Age:	High	Medium	Low/ Neutral
Disability:	High	Medium	Low/ Neutral
Religion/Belief:	High	Medium	Low/ Neutral
Pregnancy/Maternity	High	Medium	Low/ Neutral
Marriage & Civil Partnerships	High	Medium	Low/ Neutral
Sexual Orientation:	High	Medium	Low/ Neutral
Gender reassignment	High	Medium	Low/ Neutral
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 :			

Is a full equalities analysis assessment required?			No	
----------------------------------------------------	--	--	----	--

6. Legal	
State any specific Legal Implications relating to this proposal	

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	Yes
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7. Human Resources

Will this saving proposal have an impact on employees within the team (yes/no)?		No
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Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)
***(not covered by council employee) e.g. interim**
**** (covered by council employee)**
***** (including posts covered by agency) – If nil please state**

(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

Gender:	Female:	Male:		
Ethnicity:	BME:	White:	Other:	Not Known:
Disability:				
Sexual Orientation:	Where known:		Not Known:	

A2: Reduction in cost of Learning Disability provision

Reduction in costs of Learning Disability Provision	
Lead officer	Dee Carlin
Directorates affected by proposal	Community Services
Portfolio	Health, Wellbeing and Older People
Select Committee	Healthier Communities
Reference no.	A2
Short summary of proposal	Savings in the cost of care for people with a learning disability.

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: £26,930.4		
Expenditure £000's	Income £000's	Net Budget £000's
29,403.4	(2,473.0)	26,930.4

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
1,500	0	0	1,500		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
This service provides support to residents with a learning disability who meet FACs eligibility criteria.
Saving proposal description
<p>Proposal 1</p> <p>This proposal is to save £900K through a negotiated reduction in placement costs. There are 300 plus service users with a learning disability who require 24 hour care either in residential care settings or in supported living accommodation. At present, this high level of care is costed on the basis of a significant level of 1:1 care. We have estimated that this proposal will affect the care costs of 70 people in this group.</p> <p>(i) Some pilot work has demonstrated that the needs of some individuals do not need to be met on a 1:1 basis throughout the 24 hours. The pilot has shown that revised support plans can provide periods where staff support can be shared by increasing the number of group activities that service users can participate in.</p> <p>(ii) In addition, some savings are also being identified through challenging the level of provider corporate overheads and fixed costs.</p> <p>Proposal 2</p> <p>This proposal is to save £500K by appropriately transferring the responsibility for some service users care management and funding responsibility to other health and social care systems. This transfer will save the whole of the current cost of service</p> <p>(i) There are 15 service users who have been living in other geographical areas for a considerable length of time who are now settled with a tenancy, and have capacity to choose where they live. The costs of their care will therefore be appropriately transferred to the relevant host borough.</p> <p>(ii) In addition, there are 6 people who officers believe are now eligible for fully health funded care. The costs of their care and case management will be transferred to the appropriate host Clinical Commissioning Group (CCG).</p> <p>(iii) Officers are reviewing the needs of older adults with a learning disability to ensure that they are offered the opportunity to benefit from the development of the extra care housing the Council is investing in, and for the appropriate residential and nursing care services.</p>

3. Description of service and proposal

Proposal 3

This proposal is to generate income of £100K by extending the charging policy to users of the in borough supported living service. Historically, some of these services were funded through Health as part of the long stay hospital closure programme and were therefore outside of local authority charging policies. Local authorities are now responsible for this provision and therefore the Lewisham charging policy needs to be equitably applied. This will affect 150 people.

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

Proposal 1

There will be a reduction in the level of 1:1 support for some individuals. However, there may also be an increase in the number and type of shared activities that people will have an opportunity to participate in.

Proposal 2

- (i) Some families may be concerned about the transfer of care management and funding responsibility to another authority/ CCG
- (ii) Some families may be concerned that extra care housing services may not fully meet the needs of their family member.

Proposal 3

Service users directly affected will potentially experience a reduction in the amount of disposable income that people have available to spend.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

The level of savings in the learning disability service assumes that there are no unknown demands on the overall learning disability service. The majority of demand on the learning disability service comes through transition from children to adult services. Adult services are working with colleagues in the Children and Young People's Directorate to understand these costs and proactively plan to meet the needs in the most cost effective way.

These proposals are based on some intensive assessment and reviews of individual care packages, managing the financial assessment process, and carrying out the financial negotiations with providers. Community services is looking with other Council colleagues, at configuring the capacity of the workforce to ensure that this can be managed.

Proposal 1 relates to direct negotiations with providers about service design and how needs will be met differently. An external organisation with in-depth knowledge of costs paid by other councils has been recruited to help sustain focus on fee negotiations with out of borough providers.

The authority will also work in collaboratively with providers to ensure that they do not threaten eviction as part of this saving. We already have a strong partnership with local providers who have signalled that they will be able to deliver the savings identified. As a Council we have responsibility for managing and developing the market, and in this role we will work with local provider, the majority of which are SMEs (small medium enterprises) to support their stability.

In the rare case where it is not possible for the service user to remain where they are, it may be necessary to identify alternative provision. We have a number of provider partners who will help us manage this with sensitivity and support the service user and their family to visit alternatives and offer support with the move itself.

Service users and their families may well feel concerned about the change in management responsibility in **Proposal 2**. We will work in partnership with them through the different parts of the process.

Proposal 3 will require formal consultation with those individuals affected by the extension of the charging policy. The authority will ensure that advocacy support is available for all affected individuals.

4. Impact of proposal

Each proposal carries its own specific risk as outlined above. There is, however, a potential for some service users to be affected by more than one of the savings proposals. This impact will need to be identified as part of the review of each service user's care needs.

With a significant savings target that relates to direct service provision, there is always the potential for savings to be perceived as a reduction in service quality and choice. It is essential, therefore, that the care assessment and review process fully engages service users and their families to ensure that their concerns are addressed.

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
H.		J.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
	Negative		Positive		
Level of Impact		Level of Impact			
High				Low	

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact on equalities?	High					
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Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:		Medium	
Gender:		Medium	
Age:	High		
Disability:	High		
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral

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 :

The savings relate to one specific group of people with disabilities, people with a learning disability. There is no specific mitigating steps that can be taken on this point.

Level of impact: State the level of impact on the protected characteristics below:

Because of the demographic nature of the group, there is a specific impact on older adults and also younger adults

People with complex learning and multiple other disabilities will feature as among some of the highest cost packages. The savings negotiations will ensure that complex needs are fully considered and that providers can evidence how service users needs can be met.

The pathway design for older people with a learning disability includes consideration of generic extra care housing as well as appropriate residential and nursing homes for older people. Responding to the needs of older people with a learning disability is an expanding and relatively new area of work. Their level of daily living skills can deteriorate earlier and faster than the general population and, therefore, this needs to be considered in the review of their care needs.

The local services into which young people in transition may move, if not handled well, could potentially result in a focus on their maintenance and safety needs, rather than a full focus on maximising their daily living and independence skills. Adult services are working in partnership with CYP to use the total resources available to deliver a more coherent approach to transition planning so that there is a careful balance between the quality of provision and the pricing of provision. This includes representation from families, through the SEND (Special Educational Needs) Implementation Board.

The young people in transition most likely to be affected by these savings proposals are young men from African and African-Caribbean backgrounds. Of the older adults likely to be affected by the savings, the majority are likely to be white British.

Is a full equalities analysis assessment required?	Yes			
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6. Legal

State any specific Legal Implications relating to this proposal

There is an absolute duty upon Local Authorities to assess individuals for possible care and support needs. However, Local Authorities do have a high level of discretion as to how to meet assessed eligible needs, both in the application of approved eligible needs criteria and in terms of the reasonable application of resources. They can charge for social care services. However, on an individual basis, no service user may have their care package altered without a further assessment of need. Statutory consultation is required in relation to Proposal 3 relating to charging.

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	Yes for proposal 3
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7. Human Resources

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

*(not covered by council employee) e.g. interim
 **(covered by council employee)
 ***(including posts covered by agency) – If nil please state

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

7. Human Resources

	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

Gender:	Female:		Male:				
Ethnicity:	BME:	White:	Other:		Not Known:		
Disability:							
Sexual Orientation:	Where known:			Not Known:			

A3: Changes to sensory services provision

Changes to Sensory Services	
Lead officer	Joan Hutton
Directorates affected by proposal	Community Services
Portfolio	Health, Wellbeing and Older People
Select Committee	Healthier Communities
Reference no.	A3
Short summary of proposal	Reconfiguring Adult Social Care Sensory Services

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: £2,276.3		
Expenditure £000's	Income £000's	Net Budget £000's
436	0	436

2. Value of Proposals per year (£000's)					
2015/16	2016/17:	2017/18	Total 2015/16-2017/18		
150	0	0	150		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
Sensory services are provided by the local authority for people with Visual impairment, Hearing impairment and dual sensory loss. The services are currently dispersed across the adult social care assessment and care management teams.
The majority of referrals are dealt with by providing information, advice and guidance, the provision of specialist equipment, rehabilitation and specialist guide/communication.
The statutory social work element of the service works with service users who often have a sensory impairment as well as mental health issues or learning disabilities, and with young people in transition to adult services.
Saving proposal description
This proposal is to review all the above service delivery models and explore more cost effective options that will improve access to information, advice and specialist reablement or targeted support, and reduce the need for statutory services.
The new service delivery will optimize the use of individualized solutions and the use of personal budgets.
Some specialist functions will be commissioned from the external provider market and through cross borough arrangements.

4. Impact of proposal
Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:
The changes proposed will impact on staffing levels. Staff and service users will be fully engaged with the process of

4. Impact of proposal

change so there is confidence in new service delivery models.

The opportunity to develop new approaches with other boroughs, voluntary/private sector partnering will be based on new outcome focused specification co-produced by service users.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

Market testing has taken place and tendering will be required to support some externalisation. The service will then be able to demonstrate evidence of a “ person centred approach “ that promotes choice and control for service users. The service will actively promote service user involvement in service development.

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
H.		J.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
	Neutral	Positive			
Level of Impact		Level of Impact			
	Low		Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact on equalities?			Medium			
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Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:			Low/ Neutral
Gender:		Medium	
Age:		Medium	

Level of impact: State the level of impact on the protected characteristics below:			
Disability:		Medium	
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral
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 :			

Is a full equalities analysis assessment required?	YES			
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6. Legal
State any specific Legal Implications relating to this proposal
The general employment legal implications will apply and the Council's Management of Change Guidelines. These proposals are being worked up and any outsourcing or changes of the service will need to be subject to an EAA assessment.

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	Yes
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7. Human Resources								
Will this saving proposal have an impact on employees within the team (yes/no)?							Yes	
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)								
<small>*(not covered by council employee) e.g. interim ** (covered by council employee) *** (including posts covered by agency) – If nil please state</small>								
(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				4	1			
Head Count								
Vacant*				3				

7. Human Resources

Vacant**				1	1		
Vacant***							

Workforce Profile Information

Gender:	Female: 1			Male: 1			
Ethnicity:	BME: 1	White: X	Other: 1	Not Known: 3			
Disability:							
Sexual Orientation:	Where known: N/K			Not Known: N/K			

A4: Remodelling building based day services

Remodelling Building Based Day Services	
Lead officer	Joan Hutton/ Dee Carlin
Directorates affected by proposal	Community Services
Portfolio	Health, Wellbeing and Older People
Select Committee	Healthier Communities
Reference no.	A4
Short summary of proposal	Remodelling and rationalising current building based day services and associated transport costs.

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: £4,328.7		
Expenditure £000's	Income £000's	Net Budget £000's
5,332.8	(1,004.1)	4,328.7

2. Value of Proposals per year (£000's)				
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:	
1,300	0	0	1,300	
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA
				No
If the proposal has an impact on the DSG or HRA, please describe the impact below				

3. Description of service and proposal
<p>Description of the service, functions or activities which are being reviewed</p> <p>A review of all in house service provision is required to meet statutory requirements to increase the use of direct payments and develop the external market, as council provided services cannot be purchased via a Direct payment.</p> <p>Day centre provision is often used to meet the needs of vulnerable people who are at risk of isolation, to develop life skills and to provide meaningful activities. There are four centres within the borough, provided by in-house services. They are the Leemore centre, Narborough Centre, Ladywell and Mulberry.</p> <p>Additional services have been developed within the external provider market and with the voluntary sector. This proposal is to remodel the in-house service so that opportunities are offered to customers in smaller community based groups. As outlined in other proposals, service users will be actively encouraged to make greater use of existing community, leisure and educational facilities and social venues in and outside of the borough. Partnership work with external providers will be further developed to make more creative use of centres and reduce the need for the existing number. In addition, the equitable application of resources through the use of the Resource Allocation System is expected to reduce the demand for in house day services.</p> <p>The new model for day opportunities will need to ensure that there continues to be facilities that can provide support to carers, particularly for service users who have high dependency needs.</p> <p>It is anticipated that the promotion of self directed support, travel and life skill training will reduce the reliance on in house transport for some individuals, particularly those currently being transported to in house day services.</p> <p>There will need to be a joint approach with customer services to reduce the adult social care expenditure on transport service which is currently £3m. We are projecting a substantial saving, further financial modelling will be required to quantify this saving exactly.</p>
Saving proposal description

3. Description of service and proposal

The proposal is to consolidate the use of the building based day centres and to release some of the associated transport costs. Support plans for existing Service users will consider a wider range of options to meet their needs thereby giving them more choice and control. .

A review of staffing will be undertaken to reduce expenditure as day service provision is consolidated and transport requirements are reduced.

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

Consultation will be required with staff, service users and carers. The service has high numbers of agency workers which will be reduced.

Changes to service users' support plans will only take place once a statutory review of needs is undertaken .

Reducing the need for transport to in house day services will need a joint approach with Customer Services as there is likely to be an impact on the Council's D2D services.

Service users and carers will need to be engaged and consulted on any changes to the way their assessed needs are met.

An EAA will need to be completed to look at the impact of changes on Service Users and staff.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

Consultation will be needed with both Services Users carers and Staff. Consultation may need to be extensive and all actions may not be completed by end March 2014.

Market testing has taken place and tendering will be required to support externalisation of some service provision.

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
H.		J.				
Impact of saving on corporate priority		Impact of saving on corporate priority				
		Neutral	Positive			
Level of Impact		Level of Impact				
		Low		Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact						
What is the expected impact on equalities?			Medium			

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:			Low/ Neutral
Gender:		Medium	
Age:		Medium	
Disability:	High		
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral
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 :			
<p>Service users will have choice and control in the development of their support plans to meet their eligible needs within their personal budget. However any change to a package of care following an assessment or review, may cause stress to the service user. However eligible users will continue to receive support from care management staff and will be supported to make the transition to their new plan.</p>			

Is a full equalities analysis assessment required?	Yes			
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6. Legal	
State any specific Legal Implications relating to this proposal	
<p>Changes to service users' support plans will only take place once a statutory review of needs is undertaken. EAA assessments will be required.</p> <p>Changes to transport services will require consultation.</p> <p>In relation to any potential reorganisation of staff, the general employment legal implications will apply and the Council's Management of Change Guidelines.</p> <p>A full Report will be required.</p>	

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	Yes
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7. Human Resources							
Will this saving proposal have an impact on employees within the team (yes/no)?						Yes	
<p>Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)</p> <p>*(not covered by council employee) e.g. interim</p> <p>** (covered by council employee)</p> <p>*** (including posts covered by agency) – If nil please state</p> <p>(HR Advisory Service will provide you with data where this is available)</p>							
	Scale 1 - 2	Scale 3 - 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 –	JNC

7. Human Resources

						SMG3	
FTE	0.76	35.87	1	10.85	1	0	0
Head Count	1	42	1	11	1	0	0
Vacant*	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Vacant**	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Vacant***	N/A	covered by agency FTE: 40.59 HEADCOUNT: 44	N/A	Vacant post not covered by agency FTE: 1.5	N/A	N/A	N/A

Workforce Profile Information

Gender:	Female: 34	Male: 20		
Ethnicity:	BME: 19	White: 31	Other: 2	Not Known: 2
Disability:	6			
Sexual Orientation:	Where known: 15	Not Known: 39		

A5: Charging for Adult Social Care services

Charging for Adult Social Care Services	
Lead officer	Joan Hutton/ Dee Carlin
Directorates affected by proposal	Community Services
Portfolio	Health, Wellbeing and Older People
Select Committee	Healthier Communities
Reference no.	A5
Short summary of proposal	Charging for adult social care services

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: (2,522.4)		
Expenditure £000's	Income £000's	Net Budget £000's
0	(2,522.4)	(2,522.4)

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
275	0	0	275		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<p>The Council provides a range of services to adults with social care needs.</p> <p>The council has a discretionary power to levy charges (or contributions) towards the costs of Adult Non-Residential Care services, such as home care and day care. Charges for adult social care must be in line with the Government's "Fair Access to Care Service" national guidance.</p>
Saving proposal description
<p>Subject to the Mayor's agreement, officers propose to consult on a number of proposals to increase charges for non-residential adult social care. These proposals include:</p> <ul style="list-style-type: none"> Reducing the current income support buffer from 35% to 25%. Government guidance ensures that charges do not reduce any user's income below basic Income Support levels or the Guarantee Credit element of Pension Credit plus a buffer of 25% and Lewisham is unusual in allowing a higher income buffer (35%). We will consult on reducing this to 25% with an estimated increase in income in 2015/16 of £200k. This will bring an estimated 300 service users into charging. Removing the maximum charge for non-residential services (currently £500 p.w.). This will affect approx 20 service users and will generate additional income of approx £75k p.a. Removing any exceptions from charging which are discretionary such as respite and services in supported accommodation. <p>We will also consult known self funders over the introduction of a charge for administration of the Care Account, which is a new requirement of the Care Act.</p>

4. Impact of proposal
Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:
If, following consultation, the proposed amendments to the charging policy are agreed, the changes will affect any

4. Impact of proposal

service user who, in line with the amended charging policy, is deemed to have the financial means to contribute to the cost of their care.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

If, following consultation, changes to the charging policy are agreed, each service users must be reassessed against the new thresholds before the increased charges can be applied.

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
H.					
Impact of saving on corporate priority		Impact of saving on corporate priority			
	Negative				
Level of Impact		Level of Impact			
High		0			

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact on equalities?	High					

Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:			Low/ Neutral
Gender:	High		
Age:	High		
Disability:	High		
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral

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 :

The users of these services are vulnerable adults, usually on low incomes. Any increase in charges will reduce the disposable income of some clients although the buffer of 25% will continue to provide a level of protection to those on the lowest incomes.

Is a full equalities analysis assessment required?	Yes			
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6. Legal

State any specific Legal Implications relating to this proposal

Section 17 of the Health and Social Services and Social Security Adjudications Act 1983 (HASSASSA Act 1983) gives Local Authorities a discretionary power to charge adult recipients of non-residential services provided such charges are reasonable and they have regard to the Government's "Fair Access to Care Service" national guidance. Formal consultation will be required including consultation with self funders over the introduction of a charge for administration of the Care Account, which is a new requirement of the Care Act 2014.

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	Yes
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7. Human Resources

Will this saving proposal have an impact on employees within the team (yes/no)?		No
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Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)
 *(not covered by council employee) e.g. interim
 **(covered by council employee)
 ***(including posts covered by agency) – If nil please state

(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

Gender:	Female:	Male:		
Ethnicity:	BME:	White:	Other:	Not Known:
Disability:				
Sexual Orientation:	Where known:		Not Known:	

A6: Public Health programme review (I)

Public Health Programme Review	
Lead officer	Danny Ruta
Directorates affected by proposal	Customer , CYP
Portfolio	Health, Wellbeing & Older People
Select Committee	Healthier Communities
Reference no.	A6
Short summary of proposal	Public Health Programme Review

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:: 0		
Expenditure £000's	Income £000's	Net Budget £000's
14,995	(14,995)	0

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
1,500	0	0	1,500		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal
<p>Description of the service, functions or activities which are being reviewed</p> <p>Public Health have reviewed the programmes it funds to identify those areas of current public health spend where efficiencies can be achieved with no or minimal impact on the delivery of public health outcomes.</p> <p>The programmes which have been reviewed include the following: Dental Public Health; Health Inequalities; Mental Health; Health Protection; Maternal and Child Health; NHS Health Checks ,Obesity;/Physical Activity- Public Health Advice; Sexual Health.; Smoking and Tobacco Control; Training and Education.</p> <p>The Public Health Budget is ring fenced until the end of 15/16 and must be spent in a way which meets the Council's statutory responsibilities for public health. The Council is required to file annual accounts to Public Health England on how the council's public health allocation is spent against pre-determined spending categories.</p> <p>The overall approach taken has been to first identify those areas of current public health spend where efficiencies can be achieved with no or minimal impact on the delivery of public health outcomes. The £1.5M will be re-invested in services with clear public health outcomes.</p>
<p>Saving proposal description</p> <p>Following a review of the public health contracts and commissioned services as set out below £1.5M has been identified for use from the public health budget. This funding is available through a combination of decommissioning some current provision, reducing budgets and efficiencies released through reviewing current contracts prior to 2015/16. This funding will be used to reinvest in other areas of activity with a public health outcome.</p>

3. Description of service and proposal

Programme Area	Saving	Savings Proposal
Sexual Health	£275,600	<ol style="list-style-type: none"> 1. Re-negotiation of costs for Sexually Transmitted Infection testing with Lewisham and Greenwich Trust (LGT) 2. Application of 1.5% deflator to the contract value with LGT as efficiency saving 3. Reduction of 30% in the sexual health promotion budget
NHS Health checks	£117,800	<ol style="list-style-type: none"> 1. Removing Health checks facilitator post 2. Pre- diabetes intervention will not be rolled out 3. Reduced budget for blood tests due to lower take up for health checks than previously assumed 4. Reducing GP advisor time to the programme
Health Protection	£12,500	Stopping recall letter for childhood immunisations
Maternal and Child Health	£30,000	<ol style="list-style-type: none"> 1. Reducing sessional funding commitment for Designated Consultant for Child Death Review 2. Removal of budget for school nursing input into TNG
Public health advice	£19,200	<ol style="list-style-type: none"> 1. Decommissioning diabetes and cancer GP champion posts.
Obesity/Physical Activity	£92,400	<ol style="list-style-type: none"> 1. Decommission Hoops4health (£27,400) 2. Changing delivery of Let's Get Moving GP & Community physical activity training (£5,000) 3. Cardiac rehab exercise instructors (£10,000) 4. Decommission Physical Activity in Primary Schools (£50,000)
Smoking and Tobacco Control	£20,000	Decommission Cut Films work in schools with young people to prevent uptake of smoking
Dental Public Health	£24,500	Saving based on underspend
Mental Health/Wellbeing	£25,000	<ol style="list-style-type: none"> 1. Decommissioning project to support people with Mental health problems to access CEL courses 2. Withdraw funding for clinical input to Sydenham Gardens
Health improvement training Programme/ library service	£38,000	<ol style="list-style-type: none"> 1. Decommission Health Promotion library service 2. Reduce budget for health improvement training
Health Inequalities	£266,500	<ol style="list-style-type: none"> 1. Reconfiguring Health Access services to deliver efficiencies (£21,500) 2. Remove separate public health funding stream to VAL (£28,000) 3. Decommissioning Vietnamese Health Project (£29,000) 4. Reducing funding for Area Based Programmes (£40,000) 5. Decommissioning CAB Money Advice in 12 GP surgeries (£148,000)
TOTAL	£921,500	
Uplift	£547,000	This money has not been allocated to programmes in anticipation of required savings.
Unallocated	£31,500	
Final Total	£1,500,000	

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

Sexual Health: there is a risk that the reduction in contract value for sexual health, and review of lab screening costs

4. Impact of proposal

will make it difficult for the current provider to maintain the level of access for sexual health services. However, it is anticipated that new ways of delivering the services for example through online testing could help to deliver these savings. There is reasonable evidence that current charges for laboratory activity do not reflect changes in contracting arrangements and should be reduced. On this basis it is anticipated that the impact of the saving proposed on service delivery will be minimal.

NHS Health checks Programme: the indicative saving from this programme comes from not implementing the roll out of an intervention for people identified as “pre-diabetic” as part of the NHS Health check programme. Current levels of uptake for Health checks require a smaller budget than previously assumed. The NHS Health check facilitator role has been removed and the GP support to the programme could be reduced to make the proposed saving with minimal impact on the programme.

Health Protection: it is likely that stopping the sending of reminders for childhood immunisations centrally will have a minimal impact as GPs also tend to contact parents to remind them about immunisations.

Maternal and Child Health : The work of the Designated Consultant for Child Death Review is currently being considered; there is clear scope for a reduction of the funding of this post of about one third as the sessional commitment is lower than is currently being paid for. School Nursing input to TNG (youth provision in Sydenham) will be considered within the priorities for the whole of the School Age Nursing Service contract, and will not be funded separately in future.

Public Health Advice: The advice provided by GPs to Public health for diabetes and cancer has been proposed as a saving. GPs are paid for this support on a sessional basis and not employed by public health. The cancer post has already been decommissioned as the post holder has moved. There has been a discussion with the CCG regarding them picking up the funding for the diabetes post.

Obesity/ physical activity: Two physical activity programmes commissioned by public health for delivery in schools are being decommissioned (Hoops4Health from 2015/16) and Fitness for Life (decommissioned from 2014/15). Schools now have access to a physical activity premium and it is anticipated that they will continue to commission these programmes directly using the premium. Fifteen schools have already opted to do this (there were 5 in the Fitness for Life pilot). A reconfiguration of the Let’s Get moving programme and community physical activity will release an efficiency saving of £5,000. The cost of cardiac rehabilitation previously identified separately is covered by the community services contract with Lewisham and Greenwich Trust so this budget is not required.

Smoking and Tobacco Control: Reducing the budget for working with young people and raising the awareness of the risks of smoking may impact negatively on the prevalence of smoking in the future and on individual’s risk of disease.

Dental Public Health: Whilst some funding has been retained to support delivery of dental health promotion in the borough there is a risk this will be inadequate. In the last year there has been minimal activity in relation to dental public health and reducing this budget reflects this.

Mental Health/Wellbeing: A project which supported people with mental health difficulties to access CEL arts courses was decommissioned in June 2014. This was due to concerns about how the project linked to other services and governance and supervision of the delivery of that support. The impact of this change is minimal as a voluntary sector service recently commissioned by Lewisham CCG offers similar support for this client group.

It is proposed to withdraw funding for the GP clinical support to Sydenham Gardens. Sydenham Gardens accesses the LBL grants programme and could apply for funding through this route.

Health Improvement Training/health promotion library services: Access to library services is now available to health

4. Impact of proposal

improvement staff through their NHS employment so this will be decommissioned from 2015/16. There is an under spend against health improvement training budget and giving this is up as a saving is not anticipated to have a negative impact.

Health Inequalities: A number of organisations are funded to work with communities to reduce health inequalities. This includes supporting people from migrant communities to access health services more effectively. A review of this provision combined with a change in the specification for the Lewisham Refugee and Migrant Network and Community Health Improvement Service to deliver some of this provision will enable savings to be made from this budget area. The Public Health Contribution to the VAL Health Inequalities and Social Care Officer is included in these proposals. VAL will be funded through a single funding stream from the general grants programme.

The Citizens Advice Bureau currently provide benefits advice in 12 GP practices. This provision will be decommissioned. Citizens Advice will be provided across the 4 neighbourhoods to ensure access to money advice continues. There is a risk that reducing funding to some of these organisations will destabilise them financially and have a negative impact on the populations they support. Affected organisations include: **Forvil; Citizens Advice Bureau (CAB) and Voluntary Action Lewisham (VAL)**. Consultation will be undertaken with these organisations.

Unallocated: There is a small amount of unallocated money in the public health budget as a result of a previous uplift to the allocation at the point of transition from the NHS.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

The risks associated with the savings identified are minimal. Part of the public health review included ensuring that where possible any decommissioned services which would have an adverse impact on public health outcomes can be delivered through alternative funding or commissioning arrangements.

The main risk areas identified are:

Programmes	Risk	Mitigation
Sexual health	LGT reject decrease in funding and saving cannot be made.	Negotiations currently underway to assess financial risk to provider and commissioner. These will be
Physical Activity	Schools chose not to fund physical activity programmes	DPH will work with schools to encourage engagement in the programmes
Health Inequalities	Access to advocacy and money advice is reduced for the most vulnerable in Lewisham Destabilisation of small organisations	The developing Neighbourhood AICP model will include information and advice as a key component of the model. Work with these providers to support them to access alternative funding streams.

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
I.		J.		
Impact of saving on corporate priority		Impact of saving on corporate priority		
	Negative		Positive	

Impact on Corporate Priorities:						
Level of Impact			Level of Impact			H. Caring for adults and the older people I. Active, health citizens J. Inspiring efficiency, effectiveness and equity
		Low			Low	

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage	
All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact						
What is the expected impact on equalities?						Low/ neutral

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:			Low/ Neutral
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity:			Low/ Neutral
Marriage & Civil Partnerships:			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment:			Low/ Neutral
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 :			
It is not believed that the savings proposed will have a high impact on groups with a protected characteristic.			

Is a full equalities analysis assessment required?			No	
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6. Legal	
State any specific Legal Implications relating to this proposal	
Statutory duties for areas of public health were conferred on Local Authorities by the health and Social Care Act 2012. Specifically s 12 of that act introduced a new duty to take appropriate steps to improve the health of people who live in their area. There are regulations requiring Local Authorities to provide particular services for the weighing and measuring of children, provision of health checks for eligible people, open access sexual health services and public health advice to local Clinical Commissioners.	

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	Yes with those organisations who work with communities to reduce health inequalities
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7. Human Resources

Will this saving proposal have an impact on employees within the team (yes/no)?		No
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Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)
 *(not covered by council employee) e.g. interim
 **(covered by council employee)
 ***(including posts covered by agency) – If nil please state
 (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

Gender:	Female:	Male:		
Ethnicity:	BME:	White:	Other:	Not Known:
Disability:				
Sexual Orientation:	Where known:	Not Known:		

A7: Cost effective care for Mental Health

Cost Effective Care for Mental Health	
Lead officer	Dee Carlin
Directorates affected by proposal	Community Services
Portfolio	Health, Wellbeing and Older People
Select Committee	Healthier Communities
Reference no.	A7
Short summary of proposal	Mental Health

8. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: 7773.6		
Expenditure £000's	Income £000's	Net Budget £000's
9,192.1	(1,418.5)	7,773.6

9. Value of Proposals per year (£000's)				
2015/16	2016/17:	2017/18	Total 2015/16-2017/18	
250	0	0	250	
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA
			No	No
If the proposal has an impact on the DSG or HRA, please describe the impact below				

10. Description of service and proposal
Description of the service, functions or activities which are being reviewed
The Local Authority and CCG currently commission a number of accommodation based services to meet the support needs of those with mental health problems. This includes both block and spot purchased provision. We are currently undertaking a review of all of our accommodation based services to ensure that we have the right level of capacity and support in place to meet the current level of need. We will also be reviewing the cost of current provision to ensure that services are value for money and that we have the right balance of spend between health and social care. We will use care cost modeling tools to ensure that the care costs that we are paying benchmark favorably with the prices paid by other boroughs. This saving will be achieved from the adult social care spend on mental health residential care.
Saving proposal description
We will achieve the savings by renegotiating those contracts which are arranged on a case by case basis for individual placements to release a higher level of efficiency savings. We will work collaboratively with our neighboring south east London boroughs to develop alternative models of commissioning, including the development of alliance contracts and preferred provider frameworks, to reduce unit costs and to enable us to benchmark any single purchased placements.

11. Impact of proposal
Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:
As the main impact will arise from renegotiating contracts with providers to deliver services at a reduced rate, there should be minimal impact on service users. In each case the needs of the service user will continue to be met.
Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage

11. Impact of proposal

these.

Some providers may choose to no longer provide services within a reduced contract level. However the mental health residential market is well developed so it is likely that alternative provision will be available.

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.		H.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
Positive				Neutral	
Level of Impact		Level of Impact			
	Medium			Low	

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

12. Service Equalities Impact

What is the expected impact on equalities?					Low/ neutral	

Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:			Low/ Neutral
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral

Level of impact: State the level of impact on the protected characteristics below:			
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral
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 :			

Is a full equalities analysis assessment required?			No	
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13. Legal	
State any specific Legal Implications relating to this proposal	
<p>Although there is an absolute duty upon Local Authorities to assess individuals for possible care and support needs, Local Authorities do have a high level of discretion as to how to meet assessed eligible needs, both in the application of approved eligible needs criteria and in terms of the reasonable application of resources. However, on an individual basis, no service user may have their care package altered without a further assessment of need. The assessment of needs will have to comply with the new requirements of the Care Act 2014.</p>	

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	No
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14. Human Resources							
Will this saving proposal have an impact on employees within the team (yes/no)?							No
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)							
<small>*(not covered by council employee) e.g. interim ** (covered by council employee) *** (including posts covered by agency) – If nil please state</small>							
(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							

14. Human Resources

Gender:	Female:		Male:	
Ethnicity:	BME:	White:	Other:	Not Known:
Disability:				
Sexual Orientation:	Where known:		Not Known:	

A8: Public Health programme review (II)

Public Health Programme Review (II)	
Lead officer	Danny Ruta
Directorates affected by proposal	Community Services/ Children & Young People/ Resources & Regeneration
Portfolio	Health, Wellbeing & Older People
Select Committee	Healthier Communities
Reference no.	A8
Short summary of proposal	A review of Public Health Programmes

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:: 0		
Expenditure £000's	Income £000's	Net Budget £000's
14,995	(14,995)	0

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18	Total 2015-2018		
1,153.8	0	0	1,153.8		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<p>Public Health has reviewed the programmes it funds to identify those areas of current public health spend where efficiencies can be achieved with no or minimal impact on the delivery of public health outcomes. An initial £1.5M was identified through this review for re-investment in other areas of council spend where disinvestment would have a negative impact on public health outcomes. Achieving the additional disinvestments from the public health budget outlined in this proforma for further re-allocation will have a direct impact on service delivery of public health programmes. Any re-allocation in other areas of council spend must have an equally clear public health outcome..</p> <p>The Public Health Budget is ring fenced until at least the end of 15/16. The Council is required to file annual accounts to Public Health England on how the Council's public health allocation is spent against pre-determined spending categories linked to public health outcomes and mandatory functions.</p> <p>The programmes where additional Disinvestments are proposed include the following: Dental Public Health; Health Inequalities; Mental Health (adults and children); Health Protection; Maternal and Child Health; NHS Health Checks; Obesity/Physical Activity; Sexual Health.; Smoking and Tobacco Control; Training and Education.</p> <p>Substance misuse services (which are funded from part of the ring fenced budget) have been reviewed separately.</p>
Saving proposal description
Disinvestments identified here are in addition to the previously identified £1.5M. A further review of spend has identified a potential further £1.15M.

3. Description of service and proposal

Public Health Programme Area	Total Budget	Additional Disinvestments	Total Saving (including initial 1.5M)	Additional Disinvestments proposal
Sexual Health	£7,158,727	£46,000	£321,600	<ol style="list-style-type: none"> 1. Reduce sex and relationships funding by half (£20k) 2. Stop funding chlamydia and gonorrhoea screening in GP practices (£26k)
NHS Healthchecks	£551,300	£40,000	£157,800	<ol style="list-style-type: none"> 1. Reduction in funding available to support IT infrastructure for NHS healthchecks
Health Protection	£35,300	£-	£12,500	No further savings proposed
Public Health Advice to CCG	£79,200	£-	£19,200	No further saving proposed
Obesity/ physical activity	£650,000	£81,000	£173,400	<ol style="list-style-type: none"> 1. Further reduction in funding for community development nutritionist (£30k) 2. Remove funding for obesity/ healthy eating resources (£10K) 3. Withdraw of funding for clinical support to Downham Nutritional Project (£9k) 4. Efficiency savings from child weight management programmes. (£12k) 5. Reduce physical activity for healthchecks programme
Dental public health	£64,500	£20,000	£44,500	Release funding from dental public health programmes
Mental Health	£93,400	£34,200	£59,200	Further reduce funding available for mental health promotion and wellbeing initiatives (including training)
Health Improvement Training	£88,000	£20,000	£58,000	Limit health improvement training offer to those areas which support mandatory public health services.
Health inequalities	£1,460,019	£315,000	£581,500	<ol style="list-style-type: none"> 1. Reduce the contract value for community health improvement service with LGT by limiting service to support mandatory Public health programmes such as NHS Healthchecks only and reduce other health inequalities activity. (£270k) 2. Further reduce funding for area based public health initiatives which are focused on geographical areas of poor health with in the borough. (£20k) 3. Reduce funding for 'warm homes' (£25K)
Smoking and tobacco control	£860,300	£328,500	£348,500	<ol style="list-style-type: none"> 1. Reduce contract value for stop smoking service at LGT by £250k (30%) 2. Stop most schools and young people's tobacco awareness programmes 3. Decommission work to stop illegal sales
Maternal and child health	£187,677	£38,400	£68,400	<ol style="list-style-type: none"> 1. Reduce capacity/funding for breast feeding peer support programme & breast feeding cafes 2. Reduce capacity for child death review process by reducing sessional commitment of child death liaison nurse.
Department efficiencies	£1,938,000	£230,700	£262,200	To be identified but likely to include staff restructure and further review of all internal budgets and any unallocated funds
2014/2015 Uplift (uncommitted)			£547,000	

3. Description of service and proposal				
TOTAL	£14,995,000	£1,153,800	£2,653,800	

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

Sexual Health: Sexual Health is a mandatory service commissioned by Local Authorities. Currently Sexual health services are provided by GPs and through sexual health clinics, with some limited provision in pharmacies and online. GPs receive payments for sexual health screening. It is proposed to withdraw this payment. Financial support for the delivery of sex and relationships education would be reduced by half. Previously identified Disinvestments include an efficiency saving which reduces the funding available to the Lewisham and Greenwich Trust to deliver sexual health services. A London wide sexual health transformation programme is being developed in partnership with 20 boroughs, which in the longer term is expected to deliver savings against sexual health services budgets. Any further savings committed before this programme is implemented are likely to jeopardise the delivery of the programme. For this reason further sexual health savings previously put forward have now been withdrawn.

Changes proposed here may result in a decrease in GP engagement regarding sexual health, which will put more pressure on clinics. Currently clinics are struggling to manage capacity in their services, frequently turning patients away. This situation will therefore require monitoring.

NHS Healthchecks Programme: This is a mandatory programme. The initial saving identified from this programme related to not implementing the roll out of diabetes screening as part of the NHS healthcheck, but also assumptions that the targets for activity will not be achieved. There is a target to screen 75% of the healthcheck eligible population. Currently around 40% are screened. Further Disinvestments are predicated on the Local Authority being able to procure a more cost effective IT system for the call/recall of NHS Healthchecks and managing NHS Healthcheck records. It should be noted that an essential component of the NHS Healthchecks programme is delivered through the Community Health Improvement Service. This service is also proposed for a reduction in funding but will be reorganised to improve its efficiency.

Public Health Advice to CCG: No further saving has been identified from this area

Obesity/ physical activity: Disinvestments have been identified previously from decommissioning physical activity programmes for children. It is hoped that schools themselves will continue to fund this activity. Further Disinvestments are identified by removing the budget for obesity resources and reducing funding for community development nutrition programmes mainly delivered by the voluntary sector.

As public health provide the vast majority of funding to support the obesity/healthy eating initiatives in the borough withdrawing this funding would remove the opportunity to develop local resources or awareness campaigns to support obesity and health eating work in communities.

Reducing funding available to support physical activity in people identified at high risk of cardio-vascular disease following a Healthcheck would reduce the number of individuals who could access these programmes. This undermines the impact of the programme in supporting the identified "at risk" population to make changes to reduce their risk of CVD.

Dental Public Health: Because of changes to the NHS and to Dental Public Health and the resulting lack of clarity as to which organisation is now responsible for different aspects of this function, there has been no spending commitments on Dental Public Health Promotion for the past two years. The impact of this will not be seen in terms of changes to public health indicators for at least another three years as the first important measure is the average number of decayed missing and filled teeth at the age of five. PH will however continue to fund a dental health infection control function and a dental public health programme delivered by Lambeth and Southwark Public Health. Overall a 69% cut

4. Impact of proposal

to this budget is proposed.

Mental Health/Wellbeing: Initial Disinvestments have been identified through decommissioning a project which supported people with mental health difficulties to access CEL arts courses (this has now been done). Support for this client group is now available through the voluntary sector contract with Lewisham and Bromley Mind. Further Disinvestments are proposed against children's mental health promotion and adult mental health promotion. This resource has been used to deliver mental health awareness training and support to front line staff in public and voluntary sector organisations (including, health, housing, police, youth services), foster carers and supported housing.

Health Improvement Training: A further reduction in the health promotion training budget will deliver a saving. The health improvement training programme is open to all public and voluntary sector workers whose work contributes to public health outcomes. This programme provides essential training for the delivery of public health programmes including Brief intervention training, sexual health training, training to support the healthchecks programme. A much reduced programme of training would be offered by retaining a small proportion of this budget.

Health Inequalities: In addition to Disinvestments identified from decommissioning benefits advice in GP surgeries and reducing the contribution to VAL, a 25% reduction in the funding of the Community Health Improvement Service has been suggested. This would have a major impact on the work on health inequalities work across the borough unless the reduction is accompanied by a service redesign. The LGHT who currently manage this programme have indicated a willingness to work collaboratively to redesign and position this service within the community. It is envisaged that this will lead to efficiencies and better coordination with other community based provision. Further Disinvestments would come from reducing warm homes funding and area based health improvement programmes (which have been shown locally to improve health outcomes). It will be essential therefore to ensure that the best elements of those programmes are not lost.

A number of organisations are funded to work with communities to reduce health inequalities. There is a risk that reducing funding to these organisations could destabilise them financially and have a negative impact on the populations they support.

Smoking and Tobacco Control: Further Disinvestments identified by significantly reducing the budget available for the stop smoking service, reducing work with young people to prevent uptake of smoking, reducing funding for work on Smokefree homes and work on illegal sales. These Disinvestments are likely to have a significant impact on the delivery of the SmokeFree future plan and the ability of Lewisham to reduce the prevalence of smoking and ensuing impact on health and social care.

Maternal and Child Health : Further Disinvestments identified from these budgets include reducing the support for the delivery of Free vitamin D, reducing funding for breast feeding peer support and breast feeding cafes, reducing funding commitment for the child death review function (although as this is a statutory function aspects of this must remain in place).

Currently 25 breast feeding peer supporters are recruited and trained on an annual basis supported by the breast feeding peer support coordinator. Reducing this support and the funding for the breast feeding cafes would lead to a reduction in the amount of support to breast feeding women in Lewisham and have a potential impact on rates of breast feeding in the borough. It should be noted that the impact of the peer support programme for breast feeding mothers is likely to extend beyond the breast feeding outcomes and support mental health and child development outcomes by supporting new mothers.

The work of the Designated Consultant for Child Death Review is currently being considered; there is scope for a reduction of the funding of this post of about one third without impacting the work of the child death review function and this was included in the first set of proposed Disinvestments from the Public Health budget. A further reduction is included in this paper, which will reduce the sessional commitment of the child death liaison nurse, but this will

4. Impact of proposal

reduce the development of what can be done to improve support for bereaved parents in the borough.

A budget allocated for additional School Nursing input to flagship “The Next Generation” (TNG) will be considered within the priorities for the whole of the School Nursing contract, and will not be funded separately in future.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

Most public health provision is targeted at the most at risk populations, and is predicated on both primary prevention and secondary prevention of adverse health outcomes. Some of this work can continue to be embedded in other services which access similar populations, but with reduced funding available across the sector it is likely the impact will be felt in other parts of the system.

Any reinvestments identified must be spent in line with the requirements of the Public Health Allocation. Once the Health Premiums are developed an inability to deliver on public health outcomes may have an adverse effect on income which could be available to the borough.

Impact on Corporate Priorities:

Main Priority – Most Relevant		Secondary Priority		Corporate Priorities:-	
I.		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			
	Negative		Negative		
Level of Impact		Level of Impact			
High			Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact on equalities?	High				
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Level of impact: State the level of impact on the protected characteristics below:

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:	High		
Gender:	High		
Age:	High		
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity	High		
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:	High		
Gender reassignment			Low/ Neutral
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 :			
Public Health Programmes are targeted at those who experience the greatest inequalities in health outcomes. By definition these are often those groups with protected characteristics. For example Heart disease and diabetes are far more prevalent in the Black population. The remaining public health programmes will need to be more narrowly focused on these groups to help mitigate in the reduction of overall programme funding.			

Is a full equalities analysis assessment required?			Yes	
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6. Legal
State any specific Legal Implications relating to this proposal
A number of the contracts held in public health require a minimum notice period of 6 months (and 12 months is good practice for the larger value NHS contracts).

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	Yes
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7. Human Resources							
Will this saving proposal have an impact on employees within the team (yes/no)?							Yes
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)							
*(not covered by council employee) e.g. interim							
**(covered by council employee)							
***(including posts covered by agency) – If nil please state							
(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

7. Human Resources

FTE		1.9	2.0	5.7	2.8	7	
Head Count		2	2	6	3	6	
Vacant*			0.6	0.6	1.2		
Vacant**							
Vacant***					1		

Workforce Profile Information

Gender:	Female: 15		Male: 5			
Ethnicity:	BME: 7	White: 13	Other:		Not Known:	
Disability:						
Sexual Orientation:	Where known:			Not Known: 20		

A9: Review of services to support people to live at home

Review of services to support people to live at home	
Lead officer	Joan Hutton
Directorates affected by proposal	Community Services
Portfolio	Health, Wellbeing and Older People
Select Committee	Healthier Communities
Reference no.	A9
Short summary of proposal	Remodelling and consolidation of Floating Support, Enablement Care Team, Special Duty and Linkline

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: 7773.6		
Expenditure £000's	Income £000's	Net Budget £000's
2,610.8	(770.2)	1840.6

2. Value of Proposals per year (£000's)				
2015/16	2016/17:	2017/18	Total 2015/16-2017/18	
250	0	0	250	
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA
				No
If the proposal has an impact on the DSG or HRA, please describe the impact below				

3. Description of service and proposal
<p>Description of the service, functions or activities which are being reviewed</p> <p>This Proforma covers four services (Linkline, Special Duty, Enablement Care and Sheltered Floating Support Services). These teams provide services that help people live independently in their own homes.</p> <p>a) The Sheltered Housing Floating Support Team supports vulnerable adults to live independently. The support includes assistance with budgeting, claiming benefits and ensuring people are safe and secure in their properties for example identifying trip hazards. This does not include personal care.</p> <p>b) The Enablement Care Team work with people being discharged from hospital or people who are at high risk of being admitted to hospital. Enablement is about helping people to become more independent and improve their quality of life. Enablement is different from traditional homecare, the focus is on helping people to learn or relearn skills to maintain independence. For example, when people have acquired a disability, it helps them rebuild confidence in making a meal or hot drink, getting out of bed, moving about and doing it yourself especially after spell in hospital. The main benefit is that it encourages people to become more independent and can reduce the need for more intensive higher cost care or residential services.</p> <p>c) The Special Duty Team provide a rapid response so that older or more vulnerable services users can be discharged from hospital safely. The Team ensures that properties are cleaned, de-cluttered habitable and safe to occupy so that care can take place in the home.</p> <p>d) The Linkline service is a community alarm service that monitors people at home who are vulnerable and at risk of falls. Sensors and pull cords are installed in the service user's home, and are monitored 24/7. The service is split into staff who monitor the alarm system and staff who go to the person's home if an urgent response is needed.</p>

3. Description of service and proposal

Saving proposal description

This following proposal seeks to make better use of existing staffing resources and supports the further integration of services. These services focus on keeping people independent and in their own homes, minimising hospital stays, wrapping services around the person and employing the right skills, in the right place at the right time.

Sheltered Floating Support Service. Sheltered Housing and Extra Care Housing provision has been reviewed in recent years. This review has resulted in the development of new Extra Care Housing Services in the borough and the current consultation on existing Extra Care schemes. With Housing colleagues, we are assessing the long term housing and support needs for older people and developing options for future delivery. This work will take into account existing external housing and support providers and look at developing different models of delivery. Possible models include aligning this service to similar housing support services that are provided externally. Discussions are currently taking place with other RSL providers to continue developing this proposal.

Linkline (Community Alarm Service). The proposal is to separate out the alarm monitoring function from the response function. The call monitoring function (answering the telephone calls) can be delivered through alternative providers/mechanisms.

It is intended to integrate the Linkline Response Service and the Special Duty Team into the Reablement Care Team. This will create a home response service that will wrap the most appropriate support around the person in their home. It allows the flexibility for rapid response 24 hour / 365 days a year.

The savings will be delivered through:

1. An alternative delivery model for floating support and Linkline, which will include consideration of the use of external providers.
2. Introducing a charging model for floating support linked to rents.
4. Reduction in management and monitoring staff.

The enablement care team has recently been reorganised and goes live on 3rd November 2014. The posts that are currently being covered by agency staff are now being advertised and permanent recruitment is underway.

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

This proposal will impact on staff within all four service areas and will require full staff consultation.

As service users will continue to receive these services, the impact will be neutral except where there is a proposal to introduce a charge. Changes to charging policies are subject to full consultation.

However, the intention is to make access to services easier, and align services that support the prevention and early intervention programme. It is expected that this would have a positive effect on service users.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

There are no anticipated risks to services users as the services will still be provided. Any charging implications will be consulted on as part of the fairer charging policy, that will takes peoples personal circumstances into account.

Impact on Corporate Priorities:

Main Priority – Most Relevant

Secondary Priority

Corporate Priorities:-

A. Community Leadership and

Impact on Corporate Priorities:					
H.		J.		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			
	Neutral	Positive			
Level of Impact		Level of Impact			
	Low		Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage	
All Wards :	If individual Wards, please state:

5. Service Equalities Impact					
What is the expected impact on equalities?					Low/ neutral

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:			Low/ Neutral
Gender:		Medium	
Age:		Medium	
Disability:		Medium	
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral

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 :

Is a full equalities analysis assessment required?	Yes			
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6. Legal

State any specific Legal Implications relating to this proposal

The general employment legal implications will apply and the Council's Management of Change Guidelines. These proposals are being worked up and any outsourcing or changes of the service will need to be subject to an EAA assessment.

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	Yes
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7. Human Resources

Will this saving proposal have an impact on employees within the team (yes/no)?

Yes

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

*(not covered by council employee) e.g. interim

** (covered by council employee)

*** (including posts covered by agency) – If nil please state

(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		36.5	21	2			
Head Count		41	21	2			
Vacant*							
Vacant**		21	17	2			
Vacant***		15.5	4				

Workforce Profile Information

Gender:	Female: 55	Male: 9		
Ethnicity:	BME: 34	White: 28	Other: 2	Not Known:
Disability:				
Sexual Orientation:	Where known:		Not Known: 64	

A10: Proposal in respect of recouping health costs

Proposal in respect of recouping health costs	
Lead officer	Joan Hutton
Directorates affected by proposal	Community Services
Portfolio	Health, Wellbeing and Older People
Select Committee	Healthier Communities
Reference no.	A10
Short summary of proposal	Recoupment from Lewisham CCG of the costs of health-related elements of care packages and placements

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: 49,826.5		
Expenditure £000's	Income £000's	Net Budget £000's
34,725.4	(3,375.4)	31,350

2. Value of Proposals per year (£000's)					
2015/16	2016/17:	2017/18	Total 2015/16-2017/18		
600	0	0	600		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<p>People become eligible for fully funded NHS health care when they are assessed as having a primary health need based on the intensity, nature, complexity and predictability of their condition. There will inevitably be a group of service users who needs fall just below the eligibility threshold for receiving fully health funded continuing care.</p> <p>Adult Social Care has seen a significant increase in the number of clients who, in addition to their social care needs, have complex on going health needs. This increase has been in both in older adults and adults with a physical disability.</p> <p>Whilst these service users do not meet the eligibility criteria for Fully Funded NHS care, it is clear that their health needs are significant, and include support with managing medication.</p>
Saving proposal description
<p>In accordance with the Department of Health practice guidelines that promote joint funding arrangements between the CCG and the Local authority. Adult social care will work with Lewisham CCG to develop a joint funding agreement to ensure that adequate funding is made available from the CCG to meet the healthcare/nursing elements of care packages for those with more complex needs.</p> <p>The joint funding proposal will transfer additional healthcare/nursing costs to the CCG reducing the financial burden on adult social care.</p>

4. Impact of proposal
Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:
The proposal will not have any impact on any of those in receipt of services as their eligible care need will continue to

4. Impact of proposal

be met.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

There is a risk that the CCG will not consider this transfer of responsibility affordable the joint funding agreement will need to be supported by both organisations

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.		H.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
	Neutral		Negative		
Level of Impact		Level of Impact			
	Low		Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact on equalities?					Low/ neutral	
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Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:			Low/ Neutral
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral

Level of impact: State the level of impact on the protected characteristics below:			
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral
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 :			

Is a full equalities analysis assessment required?			No	
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6. Legal	
State any specific Legal Implications relating to this proposal	

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	No
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7. Human Resources							
Will this saving proposal have an impact on employees within the team (yes/no)?							No
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)							
<small>*(not covered by council employee) e.g. interim ** (covered by council employee) *** (including posts covered by agency) – If nil please state</small>							
(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		
Gender:	Female:	Male:

7. Human Resources

Ethnicity:	BME:	White:	Other:	Not Known:
Disability:				
Sexual Orientation:	Where known:		Not Known:	

Appendix 1 Section B - Supporting People

An introduction providing additional context to the approach taken to preparing the smarter and deeper integration of social care and health, public health and supporting people proposals is provided at Appendix 2 to this report.

B1: Reduction & remodelling of Supporting People housing & floating support services

Reduction and Remodelling of Supporting People Housing and Floating Support Services	
Lead officer	Geeta Subramaniam-Mooney
Directorates affected by proposal	Community Service, Customer services, CYP
Portfolio	Health, Wellbeing & Older People
Select Committee	Healthier Communities
Reference no.	B1
Short summary of proposal	<p>The savings across supported housing and floating support services will be achieved through a variety of methods including:</p> <ul style="list-style-type: none"> • Efficiency savings through reduced contract values while maintaining capacity • Reductions in service capacity • Service closures • A review of mental health services across the board lends itself to changes in what is currently commissioned via the SP programme. <p>This will involve a range of decommissioning/ re-commissioning/ closing units and identifying different provision.</p> <ul style="list-style-type: none"> • A complete reconfiguration and re-procurement of all remaining floating support services. This will mean that there is no longer any specialist floating support services funded through SP but one generic service that would response to low level needs for older people, those with learning disabilities, single adults and young people.

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: 12,792		
Prevention and Inclusion: 8,927		
Adults with Learning Disabilities: 3,865		
Expenditure£000's	Income£000's	Net Budget£000's
12,792	£0	12,792

2. Value of Proposals per year (£000's)				
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:	
1,349	1,174	0	2,523	
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA
				No
If the proposal has an impact on the DSG or HRA, please describe the impact below				
N/A				

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<p>This paper covers the review of all housing related support activities</p> <p>LB Lewisham has held the responsibility for commissioning housing related support since April 2003 when the Supporting People (SP) programme brought together seven different central government funding streams and devolved them to local authorities. SP funding was ring-fenced to fund housing related support services for vulnerable adults, including homeless people.</p> <p>In Lewisham, housing-related support is delivered by a number of service providers to clients with a range of needs.</p>

3. Description of service and proposal

Support takes place across different accommodation settings: high-support hostels, shared supported housing and in the community via floating support. As well as funding a number of schemes providing generic support for vulnerable adults such as sheltered housing Lewisham runs specialist projects for individual client groups, such as drug and alcohol users, women experiencing violence and exploitation, offenders and rough sleepers.

Saving proposal description

The savings in this area will be achieved through a variety of methods including:

- Efficiency savings through reduced contract values while maintaining capacity
- Reductions in service capacity
- Service closures

A detailed breakdown of the services involved and the impact is listed below:

Older People with Support Needs :

- LBL Sheltered,
- Greenwich Telecare
- Abbeyfield Deptford
- Anchor Trust Tony Law House
- Anchor Trust Knights Court

People with Learning Disabilities:

- Look Ahead Floating Support

Single Homeless with Support Needs

- Thames Reach Lewisham Reach
- Thames Reach Lewisham Reach - Hostel Diversion
- Thames Reach Lewisham Reach - Hostel Diversion (PbR)
- Thames Reach Lewisham Supported Housing
- St. Mungo's Homelessness services

Offenders/People at Risk of Offending

- Hestia

Young People at Risk

- Centrepoint Young People's Assessment Centre Service
- Single Homeless Project - Tandem Support

Frail elderly

- LBL - Very Sheltered Accommodation (Social Care & Health)

People with Mental Health Problems

- One Support -Honor Lea/Floating Support
- Equinox - Mental Health Sydenham Tredown Road
- Quo Vadis Community Group Homes

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

The reduction in funding will lead to a significant reduction in capacity across a range of services. This will mean that individual service users will no longer receive a service in their own homes and some will need to be decanted from accommodation based services. This removal of service will be targeted to ensure that those with most needs will still receive interventions but ultimately the threshold for services will have to rise.

Sp funded services are generally preventative services and this reduction of capacity may well impact on higher level

4. Impact of proposal

services such as residential care. However, the exact level of this impact is difficult to quantify as individuals will react differently to the withdrawal of services with some coping well and other deteriorating.

The vast majority of the funding reductions will be passed to the voluntary sector as they hold contracts to deliver the frontline provision.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

Risk	Detail
1. Households becoming homeless	<p><i>Any losses to the floating support service will carry increased risk of more households becoming homeless</i></p> <p>This is because floating support services work with people to mitigate the impact of welfare reform, rent arrears, debt, anti-social behaviour, landlord action etc. A significant number of these will be people that will call upon the council's statutory obligations and require housing in expensive temporary accommodation.</p> <p>It is likely that a significant number of single people presenting as having lost their accommodation would be found intentionally homeless due to rent arrears, anti-social behaviour etc. If not accepted by the council they would still be homeless leading to likely increases in "sofa surfing" and street homelessness.</p> <p>The impact of this will be mitigated by targeting the remaining services at those most in need. This will require close working with colleagues in housing and other frontline services to identify need.</p>
2. Impact on statutory services/temporary accommodation/residential care	<p><i>Loss of hostel bed spaces will inevitably lead to pressure elsewhere within council resources.</i></p> <p>The impact on demand for statutory temporary accommodation, residential care placements and community safety resources is likely to be high. All clients in Lewisham hostels and supported housing have been assessed as having a local housing connection with Lewisham. Any clients found not to have this connection are reconnected to their borough of origin or the No Second Night Out project for resettlement.</p> <p>In high support 24 hour schemes a significant proportion of the residents are already known to statutory services and in receipt of care packages in order to support them to stay out of residential care services. A further and potentially more significant cohort is able to maintain tenancies due to the intensive support they receive to do so. Failure to provide this support could result in many hostel residents support needs increasing to the point where they will require costly interventions involving hospital stays and access to residential care placements.</p> <p>The vulnerable adults pathway will provide step down accommodation from front line hostels allowing enough throughput for those with the most complex needs to continue to access high level support for longer periods in</p>

4. Impact of proposal

	<p>order to stabilise their physical health and chaotic behaviour preparing them for a more independent lifestyle. Without this step down frontline hostels will simply become “silted up” with increased cohorts of high support clients, a major risk to clients, staff and local communities.</p>
<p>3. Increased risk of safeguarding cases and services failure</p>	<p><i>Further reductions in funding my impact on staff quality and morale to such an extent that service users are put at risk</i></p> <p>Significant savings have already been achieved from services budget by reshaping and consolidation of existing services, some closures and competitively tendering through the Four Borough Framework.</p> <p>Some of these savings have been achieved through management efficiencies and consolidating contracts but also, increasingly, through the reduction in the wages and conditions of front line staff.</p> <p>Further erosion of these conditions is likely to reduce the quality of the workforce, decrease morale and increase staff turn-over all of which carry the risk that the services become unsafe and safeguarding issues increase.</p>
<p>4. Increased use of existing hostels by high needs out of borough clients</p>	<p><i>The loss of buildings currently used as hostel accommodation is in itself a significant one.</i></p> <p>Finding premises to use as hostel accommodation is notoriously difficult due to several factors, most notably, size and suitability of the accommodation, neighbourhood objections and the capital implications in bringing a building up to suitable living standards. Any hostels that are decommissioned are likely to be disposed of by Registered Providers as there would be no viable alternative for their use.</p> <p>There is a further risk to be considered regarding the use of some existing hostel buildings. Some building are owned by the providers and at least one has indicated that if the service is decommissioned they will revert back to use as a registered care home or supported living and offer it out as open access spot purchase. Many of these premises operated in this capacity prior to the advent of the Supporting People programme resulting in the import of high needs individuals to the borough impacting on statutory health & social care services, police, community safety resources and neighbourhood complaints. Each closure would need to be considered individually and an independent risk plan drawn up in order to inform elected members and communities.</p> <p>This I already the case within Lewisham with buildings such as Miriam Lodge importing significant need in to the borough.</p>
<p>5. A rise in rough sleeping</p>	<p><i>Numbers of people living on the streets in Lewisham will rise significantly</i></p> <p>This is likely if reduced floating support services to help maintain tenancies</p>

4. Impact of proposal

	<p>and few hostel bed spaces for people to access. This will result in increased call on social care, health, police and community safety resources as well as the increased health risk to the individuals concerned.</p> <p>The Street Rescue outreach team, funded by the GLA, are a vital component in the enforcement and support process for all rough sleepers. However, Street Rescue are already seeing an increase in the number of rough sleepers in the borough with 82 unique individuals found sleeping rough in the borough in the last 6 months.</p> <p>Escalating numbers of rough sleepers will see a rise in emergency hospital admissions and without suitable capacity within supported housing/hostel provision there will be a call on statutory housing or care services upon discharge. The risk of deaths on the street due to increasing numbers and lack of provision will need to be considered.</p>
<p>6. A rise in Anti Social Behaviour on the streets</p>	<p><i>Anti social behaviour on the streets in Lewisham may rise significantly</i></p> <p>Many of the individuals supported by housing related support services have a history of anti-social behaviour including begging, street-drinking and petty theft.</p> <p>The closure of these services is likely to lead to an increase in this type of activity particularly around town centres and other ASB 'hotspots'.</p>
<p>7. Financial Viability</p>	<p><i>Remaining services become financially unsustainable for providers and they withdraw from provision.</i></p> <p>A high level of savings has already been achieved from the homelessness budget by reshaping and consolidation of existing services, some closures and competitively tendering through the Four Borough Framework. It is believed that services are close to the point where further significant reductions in costs will make the services no longer financially viable for providers to run.</p>

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
H.			I.			
Impact of saving on corporate priority			Impact of saving on corporate priority			
	Negative			Negative		
Level of Impact			Level of Impact			
	Medium			Medium		

Impact on Corporate Priorities:						
						and equity

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage	
All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact						
What is the expected impact on equalities?			Medium			

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:		Medium	
Disability:		Medium	
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral

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 :

The nature of the services see funding reductions (sheltered housing/ extra care for older people, supported housing for people with learning disabilities) mean that the impact on certain groups is likely to be higher than others.

Statutory Consultation will be required for the reductions in relation to :

- LBL Sheltered Accommodation
- Hestia – withdrawal of floating service to those at risk of offending
- Hostel services to those with mental health problems at Equinox and Quo Vadis

Engagement and non statutory consultation will be required with the current users, referral agencies and current providers in relation to the proposed cuts affecting other services which the Council supports.

An EAA assessment will be required and a full Report to Mayor and Cabinet Impact assessments will be undertaken to reduce these impacts as far as possible.

Is a full equalities analysis assessment required?	Yes	x – for		
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		individual reductions rather than overall		
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6. Legal

State any specific Legal Implications relating to this proposal

All services are delivered via contracts which will require decommissioning/ re-commissioning. Reductions. Negotiations

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	Yes
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7. Human Resources

Will this saving proposal have an impact on employees within the team (yes/no)?

No

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

*(not covered by council employee) e.g. interim

** (covered by council employee)

*** (including posts covered by agency) – If nil please state

(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

Gender:	Female:	Male:		
Ethnicity:	BME:	White:	Other:	Not Known:
Disability:				
Sexual Orientation:	Where known:	Not Known:		

Appendix 1 Section E - Asset Rationalisation

E1: Re-organisation of Regeneration & Asset Management division

Structural re-organisation of the Regeneration & Asset Management Division.	
Lead officer	Rob Holmans
Directorates affected by proposal	Resource & Regeneration
Portfolio	Resources
Select Committee	Public Accounts
Reference no.	E1
Short summary of proposal	Structural re-organisation of the Regeneration & Asset Management Division

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:		
Expenditure £000's	Income £000's	Net Budget £000's
17,523	(5,362)	12,162

2. Value of Proposals per year (£000's)				
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:	
600	0	0	600	
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA
				No
If the proposal has an impact on the DSG or HRA, please describe the impact below				
N/A				

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
In order for the division to be sustainable and fit-for-purpose looking in to the future, the divisions leadership are working on a root and branch re-structure of the services to ensure it is 'outcomes' focused and capable of delivering significant Regeneration and Investment programs across the borough.
Saving proposal description
<ul style="list-style-type: none"> • Designing a flexible and future-ready organisational structure. • Retaining core skills and management information, and move further to a commissioning model. • Ensuring that staff are skilled and able to work flexibly across functions. • Moving towards shared processes and systems in order to standardise and streamline functions. • Providing better alignment with other service areas in order that together we can help define and deliver against the authority's corporate priorities. • Develop a 'go to' organisation for assets and the 'built environment'. <p>The £600k identified is a continuation of the £250k identified for delivery in 2014/15, meaning that the re-organisation will save £850k in total, any potential overlap with the Business Support Review which is already underway is being considered and discussed.</p>

4. Impact of proposal
Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:
There will be an overall reduction in the number of posts.
Furthermore the new structure and ways of working will involve closer working with other divisions, including

4. Impact of proposal

planning, housing and CYP. Whilst only minimal direct impact on these services is expected, the transition to an 'outcomes' focused service will impact how this division interacts with the wider organisation.

No significant impact on service users or the voluntary sector.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

- There may be delays in delivery due to the scale of the re-organisation and the number of staff affected, this is being mitigated through close working with HR to ensure that the process is as streamlined as possible
- The Council will be competing for professionally qualified resources in the general market place, the new organisational structure has been designed to attract appropriate resources.

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.		E.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
Positive			Positive		
Level of Impact		Level of Impact			
High			Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact on equalities?					Low/ neutral	

Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:			Low/ Neutral
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral

If your saving proposal has a high impact on groups with a protected characteristic please explain why, and outline

Level of impact: State the level of impact on the protected characteristics below:
what steps have been/will be taken to mitigate such an impact :
N/A

Is a full equalities analysis assessment required?	Yes			
-----------------------------------------------------------	-----	--	--	--

6. Legal
State any specific Legal Implications relating to this proposal
N/A

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	No
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7. Human Resources

Will this saving proposal have an impact on employees within the team (yes/no)?	Yes
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Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)
 *(not covered by council employee) e.g. interim
 **(covered by council employee)
 *** (including posts covered by agency) – If nil please state

(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	8.12	5.8	25	46.2	12	7.8	1
Head Count	26	6	25	43	12	5	1
Vacant*							
Vacant**				1			
Vacant***			1	5		3	

Workforce Profile Information

Gender:	Female: 59	Male: 59		
Ethnicity:	BME: 30	White: 84	Other: 1	Not Known: 3
Disability:	17 yes, 101 no			
Sexual Orientation:	Where known: 33		Not Known: 85	

E2: Optimisation of operational estate

Optimisation of Operational Estate	
Lead officer	Rob Holmans
Directorates affected by proposal	All (through use of operational estate)
Portfolio	Resources
Select Committee	Sustainable Development
Reference no.	E2
Short summary of proposal	Efficiencies in the current facilities management contracts and optimising the current operational estate (reduction in the quantum of office accommodation) to enable the provision of lower cost, fit for purpose buildings that meet service needs.

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:		
Expenditure £000's	Income £000's	Net Budget £000's
17,523	(5,362)	12,162

2. Value of Proposals per year (£000's)				
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:	
150	305	670	1,125	
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA
				No
If the proposal has an impact on the DSG or HRA, please describe the impact below				
N/A				

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
The Council must take a critical look at its assets and social infrastructure needs, as current levels of expenditure are unsustainable Project will be delivered in two workstreams: - Efficiencies in the current facilities management contracts - Optimising the current operational estate, which will enable the Council, over time, to provide lower cost, fit for purpose buildings that meet the service needs of the local community
Saving proposal description
Asset Management arrangements – Reduction in FM contracts for hard and soft services (£240k) Asset Management arrangements – Delivering economies of scale through the procurement of more FM services via a single provider (£100k) Asset Management arrangements – Integration of FM functions (beyond CAS) into single client team (£75k) Asset Optimisation – Reduced size of the operational estate mainly through reduction in quantum of office accommodation (£400k) Asset Optimisation - Increased use of school estate to support community and youth delivery currently met from the operational estate (£250k) Asset Optimisation – Shared use of the operational estate through co-location of services and greater transparency around building use (£100k)

4. Impact of proposal
Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:
Efficiencies in the current facilities management contracts: No significant impact on staff, service users, voluntary sector and other services.

4. Impact of proposal

Optimising the current operational estate, which will enable the Council, over time, to provide lower cost, fit for purpose buildings that meet the service needs of the local community:

Staff – some impact on staff as they may be re-located to other operational buildings for service delivery.

Service Users – some impact on service users as they may need to access different operational buildings to receive services

Council Services – some impact as they may be co-located with other services and delivered from other operational buildings

Voluntary sector – some impact as they may be co-located with other services from other operational buildings or even transferred to other assets (e.g. Schools). There will be greater transparency with regards to the net cost to Council of these services.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

- dependant on policy decisions, negotiations and variations to the FM contracts will be required.
- FM service delivery standards may be affected
- savings may not be fully realised.
- dependant on internal & external negotiations and allocations of resources and finances.
- It may not be possible to relocate some services into one core building such as Laurence House because of the nature of service provided
- Lease surrender negotiations could prove difficult
- Optimising the use of office space through flexible working or desk sharing may not work in all instances as this is heavily influenced by the nature of service being delivered.
- Potential for duplication of savings with other options as there is significant crossover with for example, extended use of schools and co-location or shared use of operational estate.
- Sensitivities regarding links to the re-profiling of the delivery of Service areas.
- Schools not willing to engage in the process
- Community and youth services not willing to relocate some of their services to school sites (sensitivities around re-shaping service provision generally).
- Building closures through this option would not necessarily result in full savings on the running costs as intensified use of other buildings at some cost would be required.
- There may be some once-off capital expenditure required in some buildings to make them fit for purpose.
- Services or users may not fully engage making any delivery of such an approach difficult
- Changing status of the School estate may impact on Council's ability to utilise School estate

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
A.			C.			
Impact of saving on corporate priority			Impact of saving on corporate priority			
Positive			Positive			
Level of Impact			Level of Impact			
High				Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage	
All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact					
What is the expected impact on equalities?			Medium		

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:		Medium	
Disability:		Medium	
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral
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 :			
N/A			

Is a full equalities analysis assessment required?	Yes			
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6. Legal	
State any specific Legal Implications relating to this proposal	
<p>The operational estate needs to comply with the asbestos, fire safety, water hygiene and glass legislation, regulations and associated approved codes of practice for the 100 plus buildings that form the corporate estate.</p> <p>This proposal will ensure that the use to the operational estate always meet statutory legislative requirements as the freehold owner of these sites.</p>	

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	No*
			*Note – individual Services may need to consult with regards to the changes in operational building use and the impact on Service Users

7. Human Resources		
Will this saving proposal have an impact on employees within the team (yes/no)?	No	
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)		
*(not covered by council employee) e.g. interim		
**(covered by council employee)		

7. Human Resources

***** (including posts covered by agency) – If nil please state**

(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

Gender:	Female:		Male:				
Ethnicity:	BME:	White:	Other:		Not Known:		
Disability:							
Sexual Orientation:	Where known:			Not Known:			

E3: Creating income from asset portfolio

Generating Income From Asset Portfolio	
Lead officer	Rob Holmans
Directorates affected by proposal	Resource & Regeneration and Customer Services
Portfolio	Growth & Regeneration
Select Committee	Sustainable Development
Reference no.	E3
Short summary of proposal (to be included in overall report)	New ways to generate a revenue income from assets.

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:		
Expenditure £000's	Income £000's	Net Budget £000's
17,523	(5,362)	12,162

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16 – 2017/18*		
			*Note – this strand is assumed to generate £5.7m in total by 2021, with £0.2m by 2018		
0	0	200	200		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<p>Whilst in the past a number of the Authority's assets have been disposed of to assist development opportunities, generally by generating a one off capital receipt, this programme will investigate ways that assets can be utilised to generate a sustainable long term revenue income. Although not part of this formal project assessment, it should also be noted that in bringing forward such planning and development investment projects, they should contribute to the delivery of the borough's regeneration strategy and further enhance capital and revenue growth.</p> <p>The 'New Income Projects' work strand will contribute towards R & AM's commitment to deliver a new net revenue position of £9m/year by 2021 (£5.7m/year) (although only £200k is deliverable by 2018 due to the requirement to construct assets) and support the delivery of Lewisham's Regeneration Strategy enabling its sustainable growth, linked to current GLA population growth predictions for London. There is the need to pump prime the delivery of this strand and it is anticipated that circa £0.5m will be required per annum for the first 3 years. A capital receipt/s from surplus disposals could be used to fund these works as it is anticipated that they will be eligible for capitalisation.</p>
Saving proposal description
<ul style="list-style-type: none"> Looking at new ways to generate a revenue income from assets, rather than previous default position of disposal to assist development opportunities (meaning the Council can also share in transformation £ uplift). Work has started to identify key sites that could be developed as potential PRS sites, hotel provision or student accommodation, instead of/as well as additional housing and school places. Work is also ongoing to research suitable delivery vehicles for these programmes together with some soft market testing amongst potential delivery partners. A smart, 'One Housing programme' approach (that can assist in the delivery of affordable housing as well).

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

Staff – no impact on staff although some temporary resources (including consultancy) will be required for the delivery of this savings proposal
 Service Users – may need to access different operational buildings to receive services if sites are identified as within the scope for this strand
 Voluntary sector – there may be an impact if sites currently used by the VCS are identified as within the scope for this strand
 Other Council Services - may be co-located with other services and delivered from other operational buildings if sites are identified as within the scope for this strand

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

Amongst others associated with individual projects:

- The role of the Authority as ‘property developer’ may attract adverse commentary particularly if it operates within the Private Rented Sector (PRS) whereas historically it has been associated with social housing.
- Whilst the PRS market shows attractive returns currently these may differ when any schemes delivered by the Authority come to market (need to develop a mixed-portfolio of property investment assets, that also assist in delivering the broadest corporate priorities).
- Scalability – insufficient numbers of PRS units to make the projects worth while on a site by site basis which would need to be addressed possibly by packaging smaller sites together (mitigated by good design approach, flexibility and creative / efficient management approach).
- Insufficient return to the Council after management and lifecycle costs. A suitable management agreement model will need to be agreed in advance amongst all potential partners which identifies suitable threshold numbers of units and returns (could balance risks by focusing on guaranteed returns as opposed to maximum returns, passing on risk).
- Competing interests for land - The school places programme may interfere with the investment income delivery. (can mitigate this by having a clearly identified set of school places projects, focused on existing CYP sites. Some appropriate housing may also be possible on some of these as an added benefit).
- Many of the risks associated with such investment can be mitigated by ensuring that the authority contracts with the best / most effective partners where necessary – with natural alignment of interests.
- Timing - the delivery of these new incomes requires significant negotiation and the construction of new assets, and each project is likely to take a number of years before income is generated, any delay in securing support and funding to enable the start of the programme will delay the achievement of income. Furthermore as new entrants enter the market place returns may be driven down.

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
F.			E.			
Impact of saving on corporate priority			Impact of saving on corporate priority			
Positive			Positive			
Level of Impact			Level of Impact			
High				Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage	
All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact						
What is the expected impact on equalities?					Low/ neutral	Note – the potential impact on the estate is covered in the Optimisation strand

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:			Low/ Neutral
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral
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 :			
N/A			

Is a full equalities analysis assessment required?			NO	Note – the potential impact on the estate is covered in the Optimisation strand if necessary
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6. Legal	
State any specific Legal Implications relating to this proposal	
The relevant powers and consents to enable the Council to establish efficient delivery vehicles for each project within this strand will be subject to both internal and external legal due diligence prior to the commencement of the projects.	

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	No
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7. Human Resources		
Will this saving proposal have an impact on employees within the team (yes/no)?		No
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE		

equivalent, Head Count & Vacant)
 *(not covered by council employee) e.g. interim
 **(covered by council employee)
 ***(including posts covered by agency) – If nil please state
 (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

Gender:	Female:		Male:				
Ethnicity:	BME:	White:	Other:		Not Known:		
Disability:							
Sexual Orientation:	Where known:			Not Known:			

E4: Improving rent collection for commercial assets

Improving Rent Collection for Commercial Estate	
Lead officer	Rob Holmans
Directorates affected by proposal	Resource & Regeneration
Portfolio	Growth & Regeneration
Select Committee	Sustainable Development
Reference no.	E4
Short summary of proposal	Generating increased income, based on up-to-date market rates, better use of properties and effective rent collection. Also includes the transfer of commercial assets from the HRA to the GF (linked to Housing Strategy saving)

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:		
Expenditure £000's	Income £000's	Net Budget £000's
17,523	(5,362)	12,162

2. Value of Proposals per year (£000's)				
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:	
50	445	100	595	
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA
				No
If the proposal has an impact on the DSG or HRA, please describe the impact below				
N/A				

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<ul style="list-style-type: none"> - Developing a consistent approach to the use of Council assets – both operational and commercial estates. - Introducing a new Asset Management Plan and AM system / governance arrangements to strengthen the corporate decision-making processes. - Generating increased income, based on up-to-date market rates, better use of properties and effective rent collection - Better alignment of the commercial estate with corporate service delivery priorities. - Driving transparency. <p>NOTE: there is a saving for R&AM within the Housing strand for transferring HRA commercial properties to the GF.</p>
Saving proposal description
<p>Optimise the Commercial Estate – Increase the 'Commercial' estate through the correct identification of all assets owned. (£200k)</p> <p>Review of Commercial Estate to Increase Market Rentals to Increase Income (£250k)</p> <p>Improvements in the debt recovery of the commercial estate rent roll. (£50k)</p> <p>Optimisation of the transferred HRA non-housing stock (£50k)</p> <p>Optimising the Commercial Estate – moving the Voluntary & Community Sector organisations into more appropriate assets (reduce the opportunity cost of them occupying potentially expensive / valuable retail units) (£25k)</p> <p>Advertising income from both on and off highways. (£20k)</p>

4. Impact of proposal
Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:
<p>Staff – no impact on staff as they do not operate from the Commercial Estate, the internal restructure of the R&AM service will ensure that staff are able to deliver this saving through the management of the portfolio.</p> <p>Service Users – no impact as Council Services are not delivered from the Commercial Estate</p>

4. Impact of proposal

Voluntary sector – there may be an impact as the use of the Commercial Estate by the voluntary sector is reviewed to ensure VCS organisations that currently occupy potentially valuable commercial property are moved out of these into units that are more appropriate for their needs; and in so doing reducing the commercial cost burden on these VCS organisations. There will be greater transparency with regards to the net cost to Council of these services.
Other Council Services - no impact as Council Services are not delivered from the Commercial Estate.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

- in relation to either gaining vacant possession and/or putting new commercial leases in place these processes can take a considerable amount of time, some lag has been accounted for and resources will be required to mitigate.
- Rent review process can also be protracted particularly if the matter has to be referred to a third party in accordance with the leases, some lag has been accounted for and resources will be required to mitigate.
- Resistance from lease holders to the introduction of direct debit payments – resulting in a reduced market for commercial properties, this is being tested and is generally being accepted by the marketplace;
- Lack of training for debt collection team results in poor implementation of the direct debit payments process, training is being designed and deployed;
- Inconsistent application of approach to introducing direct debit payments for rentals reduces effectiveness, training is being deployed to mitigate;
- Reputational issues with regards to advertising on or near the highways, mitigated by careful selection of advertising content and formats.
- Planning policy restricts scope of advertising income, close liaison with planning to mitigate where possible.
- May need additional resources to assist with securing possession of the premises and then re-letting to ensure new revenue streams are derived, the re-organisation of R&AM should provide sufficient resource.

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
E.		J.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
Positive		Positive			
Level of Impact		Level of Impact			
	Medium		Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact on equalities?			Medium	Note – it is possible that through the review of the VCS		
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5. Service Equalities Impact					
				sector occupation that some equalities impact will occur	

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:		Medium	
Gender:		Medium	
Age:		Medium	
Disability:		Medium	
Religion/Belief:		Medium	
Pregnancy/Maternity		Medium	
Marriage & Civil Partnerships		Medium	
Sexual Orientation:		Medium	
Gender reassignment		Medium	
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 :			
N/A			
Is a full equalities analysis assessment required?			No

6. Legal			
State any specific Legal Implications relating to this proposal			
<p>All properties owned by Lewisham must be statutorily compliant. These are essential requirements under the Health and Safety at Work Act 1974.</p> <p>Also, from April 2018, the proposed legislative changes would make it unlawful to let residential or commercial properties with an Energy Performance Certificate (EPC) Rating of F or G (i.e. the lowest 2 grades of energy efficiency).</p> <p>Therefore as part of this strand we will ensure that the Commercial Portfolio remains statutorily compliant.</p> <p>A further legal implication that will be addressed is to ensure that all commercial tenants have a suitable and formal tenancy agreement in place and that this complies with S123 of the Local Government Act 1972.</p> <p>With regards to the transfer of non housing assets from the HRA to the GF, Council's opinion is as follows: "In principle, both commercial premises and garages which are let separately from any residential property can be re-appropriated and transferred out of the Council's HRA without the consent of the Secretary of State, on the grounds that they are not a house, part of a house, belonging to a house or enjoyed together with a house. However, the status of each individual property should be verified against those criteria before it is transferred."</p>			
Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	No

7. Human Resources							
Will this saving proposal have an impact on employees within the team (yes/no)?							No
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant) *(not covered by council employee) e.g. interim **(covered by council employee) ***(including posts covered by agency) – If nil please state (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 –	JNC

7. Human Resources

						SMG3	
FTE							
Head Count							
Vacant*							
Vacant**							
Vacant***							

Workforce Profile Information

Gender:	Female:		Male:		
Ethnicity:	BME:	White:	Other:	Not Known:	
Disability:					
Sexual Orientation:	Where known:		Not Known:		

E5: Energy efficient measures

Energy Efficient Measures	
Lead officer	Rob Holmans
Directorates affected by proposal	Resource & Regeneration
Portfolio	Resources / Community Safety
Select Committee	Sustainable Development
Reference no.	E5
Short summary of proposal	Energy savings through a saving through the cessation of the of the CRC (Carbon Reduction Commitment) scheme in 15/16 and dimming street lighting from 16/17.

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:		
Expenditure £000's	Income £000's	Net Budget £000's
17,523	(5,362)	12,162

2. Value of Proposals per year (£000's)				
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:	
109	10	15	134	
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA Yes
If the proposal has an impact on the DSG or HRA, please describe the impact below				
L&G, Phoenix & Affinity Sutton are part of the street lighting PFI and if they choose to participate in a dimming programme, they could make some savings, as they currently pay their energy bills				

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
The street lighting PFI, also includes a Central Management System (CMS) that allows us to vary the lighting levels, both up and downwards. The British Standard allows for lighting to be lowered by one lighting class. This would reduce our energy consumption and thereby reduce our overall energy bill and our carbon footprint
Saving proposal description
Energy and utility management from the ending of the requirement on the Council to purchase allowances under CRC (£109k) Energy consumption reduction in street lighting through dimming and trimming (£25k) [Note – an earlier saving for energy generation and supply through the installation of PVs on Council assets (£100k) has been removed due to the upfront capital investment required. The Service is seeking external funding sources and may bring this item back]

4. Impact of proposal
Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:
Staff – no impact. Service Users – possible impact on service users of the highways and footways network from the dimming and trimming of street lighting, whilst lighting levels will always meet British lighting standards, service users may view this initiative both positively and negatively as the Council currently receives complaints that the lighting levels are both too high and too low. An example of a negative impact could be an increase in the fear of crime, an example of a positive impact is where residents have complained that street lighting outside their residences is too bright. An equalities analysis assessment will need to be undertaken as part of the work to develop a policy on the dimming and trimming of street lighting.

4. Impact of proposal

Voluntary sector – no impact.

Other Council Services - no impact, other than Housing, will need to carry out their own review to ascertain their residents views should they wish to dim their lighting assets.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

Cessation of the requirement on the Council to purchase allowances under CRC

- A consultation has now been issued by HMT on the 15/16 local government settlement, which includes proposals to recover the lost income through an adjustment in the settlement
<https://www.gov.uk/government/consultations/local-government-finance-settlement-2015-to-2016-technical-consultation>
- For Lewisham this has been calculated at £150,727.

Dimming and Trimming Street Lighting

- Consumption reductions may be offset by tariff increases, resulting in no net cost savings, but would provide a protection against increased tariffs should we not dim.
- A trimming and dimming policy will need to be developed and in conjunction an assessment of impact to address equalities and environmental implications in order to manage any resultant public concerns – achievement of the saving will be dependent on this policy.
- Public concerns regarding the adoption of the policy, around fear of crime and road safety
- Ability to reduce light levels where residents are concerned that lighting level are too high.
- A draft policy will be produced in good time for 16/17, that will be reviewed by Sustainable Development Committee and then approved by M&C. This is likely to involve public consultation, although this will be dependant on any Impact Assessments that are carried out.

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.					
Impact of saving on corporate priority		Impact of saving on corporate priority			
Positive					
Level of Impact		Level of Impact			
	Medium				

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact on equalities?			Medium			
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Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:			Low/ Neutral
Gender:		Medium	
Age:		Medium	
Disability:		Medium	
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:		Medium	
Gender reassignment			Low/ Neutral

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:

The street lighting dimming and trimming proposal may be subject to a form of general public consultation / communications exercise where we would have to set out the facts and the direct and indirect impacts based on an impact analysis which took the environmental and service user impacts into consideration. Until such time as this analysis is completed we are assuming that some of the groups with protected characteristics will be impacted at a medium level. An equalities analysis assessment will need to be undertaken as part of the work to develop a policy on the dimming and trimming of street lighting.

Is a full equalities analysis assessment required?	Yes			
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6. Legal	
State any specific Legal Implications relating to this proposal	
N/A	

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	Yes
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7. Human Resources

Will this saving proposal have an impact on employees within the team (yes/no)?		No
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Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)
 *(not covered by council employee) e.g. interim
 **(covered by council employee)
 ***(including posts covered by agency) – If nil please state
 (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***							

7. Human Resources

Workforce Profile Information

Gender:	Female:		Male:	
Ethnicity:	BME:	White:	Other:	Not Known:
Disability:				
Sexual Orientation:	Where known:		Not Known:	

Appendix 1 Section F – Corporate & Business Support Services

F1: Centralisation of business support services

Centralisation of Business Support Services	
Lead Officer	Ralph Wilkinson
Directorates Affected By Proposal	All
Portfolio	Resources
Select Committee	Public Accounts
Reference Number	F1
Short Summary Of Proposal	Establishment of a centrally located, corporate business support service which combines a general support function with specialist service hubs

1. Financial Information			
2014/15 BUDGET (£000s)			
Overall Salary Cost Of Staff In Scope:			
4,894			
CYP	Community Services	Customer Services	Resources & Regeneration
2,019	1,266	637	972

2. Value Of Proposals Per Year (£000s)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
900	0	1,000	1,900		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe this impact below:					
N/A					

3. Description Of Service And Proposal
Description Of The Service, Functions Or Activities Which Are Being Reviewed:
<p>All business support and administrative functions undertaken across the organisation were considered within the scope of the review – this included generic office-based and premises support, customer contact (such as dealing with initial enquiries, processing applications, contacts or referrals, maintaining databases and taking payments) and more complex service-based support (including ICT, finance, performance and project-related work).</p> <p>The project team used an iterative approach to determine the final number of posts in scope, which involved a desktop review of HR data, detailed discussions with service managers, completion of job analysis questionnaires and follow-up meetings with Heads of Service.</p>
Saving Proposal Description:
<p>It is proposed to establish a centralised, corporate business support service which combines a general support function with specialist service hubs.</p> <p>As part of the implementation process, the number of business support posts across all services in scope will be reduced by 20%. This will deliver an in-year saving of at least £900k during 2015/16. It is anticipated that these post reductions can be sustained via economies of scale, basic technical and process redesign and some reduction in non-core business support functions.</p> <p>Once the new service is fully embedded, more comprehensive technical and process redesign will be undertaken in</p>

order to achieve further savings. It is likely that these changes will take up to a year to implement as they have interdependencies with other key strands of programme activity, so it is proposed to delay the delivery of further savings (in the region of £1m) until 2017/18.

4. Impact Of Proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other Council services:

The establishment of a centralised business support service will:

- Introduce a consistent approach to the level of business support provided across the organisation so that variable needs are met with limited resources in a transparent, strategic manner
- Ensure that the structure is more responsive to the changing shape and requirements of the organisation
- Enable generic functions (such as invoicing, post distribution and document scanning) to be rationalised and streamlined
- Generate efficiencies of scale (in terms of cover for leave and sickness absence)
- Provide a clear career structure for business support staff, with opportunities to enhance their skills and knowledge as well as access structured training packages

However, the breadth of business support tasks delivered by the centralised service may be limited and some tasks will no longer be provided or will need to be undertaken in a reduced form.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these:

- The most significant process efficiencies during the first year of operation will only be achieved following the implementation of key technical enablers, such as iProcurement, corporate scanning and workflow solutions – if these projects are not delivered effectively and on time, then the in-year savings for 2015/16 may not be fully realised
 - In order to mitigate this risk, we will need to align such projects with the Customer Transformation review and the delivery of the ICT and Customer Services Strategies, as well as working closely with corporate teams to ensure priorities are understood and the pace of change is maintained
- There is a risk that potential savings may have been overestimated and that some business support posts across the organisation were not identified during the review process – however, this risk is likely to be low given the detailed, robust approach taken to determine the final number of posts in scope and associated savings. In addition, there will be further opportunities to identify and review other business support posts during the implementation process and once the new service is in place

5. Impact On Corporate Priorities:

Main Priority – Most Relevant	Secondary Priority	Corporate Priorities:-
J.		A. Community Leadership & Empowerment B. Young People’s Achievement

Impact Of Saving On Corporate Priority			Impact Of Saving On Corporate Priority			& Involvement C. Clean, Green & Liveable D. Safety, Security & A Visible Presence E. Strengthening The Local Economy F. Decent Homes For All G. Protection Of Children H. Caring For Adults & Older People I. Active, Healthy Citizens J. Inspiring Efficiency, Effectiveness & Equity
Positive						
Level Of Impact			Level Of Impact			
	Medium					

Ward/Geographical Implications – State Which Specific Wards Are Directly Affected By This Proposal (In Principle Stage)	
All Wards: All	If individual wards, please state:

Service Equalities Impact						
What Is The Expected Impact On Equalities?						Low/Neutral

Level Of Impact – State The Level Of Impact On The Protected Characteristics Below:			
Ethnicity			Low/Neutral
Gender			Low/Neutral
Age			Low/Neutral
Disability			Low/Neutral
Religion Or Belief			Low/Neutral
Pregnancy/Maternity			Low/Neutral
Marriage & Civil Partnerships			Low/Neutral
Sexual Orientation			Low/Neutral
Gender Reassignment			Low/Neutral

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:
N/A

Is A Full Equalities Analysis Assessment Required?			No	
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6. Legal	
State Any Specific Legal Implications Relating To This Proposal	
N/A	

Is Staff Consultation Required? (Y/N)	Yes	Is Public Consultation Required? (Y/N)	No
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7. Human Resources	
Will This Saving Proposal Have An Impact On Employees Within The Team? (Y/N)	Yes

Within This Saving Proposal, Please State The Number Of Posts In The Current Structure By Grade Band (FTE Equivalent, Headcount & Vacant)

***(not covered by Council employee e.g. interim)**

**** (covered by Council employee)**

***** (including posts covered by agency – if nil, please state)**

	Scale 1-2	Scale 3-5	Scale 6-So2	Po1-Po5	Po6-Po8	SMG1-SMG3	JNC
FTE	1	87.9	36	16	0	0	0
Headcount	1	89	36	16	0	0	0
Vacant*	0	3	1	0	0	0	0
Vacant**							
Vacant***							
TOTAL	1	92	37	16			

Workforce Profile Information

GENDER	Female: 111		Male: 31	
ETHNICITY	BME: 56	White: 72	Other: 0	Not Known: 14
DISABILITY	Yes: 7		No: 122	Not Known: 13
SEXUAL ORIENTATION	Where Known:		Not Known:	

Appendix 1 Section G – Income Generation

G1: Increasing income from services to schools, debt collection & investment strategy

Increasing Income from Schools SLA, Debt Collection and Investment Strategy	
Lead officer	Selwyn Thompson
Directorates affected by proposal	Customer Services, Children and Young People, Resources and Regeneration
Portfolio	Resources / Children & Young People
Select Committee	Public Accounts
Reference no.	G1
Short summary of proposal	<p>This proposal covers areas reviewed as sources of income generation for the authority. The review considered approaches to optimise income generation through: changes to our fees and charges structures, reviewing charges to our School SLAs, improving debt collection and reviewing the council's current investment strategy.</p> <p>The consultation report for the blue badge element of this proposal is provided at Appendix 3.</p>

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:		
Expenditure £000's	Income £000's	Net Budget £000's

2. Value of Proposals per year (£000's)				
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:	
974	0	0	974	
Does this proposal have an impact on the DSG or HRA?		DSG	Yes	HRA
				No
If the proposal has an impact on the DSG or HRA, please describe the impact below				
Schools will be using funding from the DSG for service level agreements.				

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<p>Schools SLA 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.</p> <p>Council Tax Collection – Revenues Service The Revenues Service is responsible for the annual collection of £100m Council Tax, £50m Business Rates, sundry debt and the payments centre. The review is focused on the collection of Council Tax.</p> <p>Investment Strategy – Finance Service The Council's Finance Service provides a statutory accounting function; financial, business and management accounting advice to management; and the associated transactional financial services, such as paying staff and suppliers. The review is focused on the Council's investment strategy.</p> <p>Blue Badge Administration Fee – Benefits Service The Benefit Service is responsible for the payment of £220m Housing Benefit, £28m Council Tax Benefit and concessionary awards (freedom passes, taxi cards and blue badges). Customers are claimants and potential claimants. Stakeholders are the Council, Lewisham Homes, landlords and many 3rd sector claimant support organisations. The review is focused on the administration of blue badges.</p>
Saving proposal description

3. Description of service and proposal

Schools SLA – (£200k)

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. The following services will be increasing their charges:

- Estate Management Unit – Fire Risk Assessment service. This service is not currently recovering full cost and therefore an increase in prices to recover overheads will be introduced.
- Estate Management Unit – Asbestos management and removal. This involves the audit of asbestos, the maintenance of registers, identifying works and undertaking the removal of encapsulation or removal. Voluntary Aided schools are currently meeting the costs for this service; this proposal would introduce the costs to all schools.
- Mail Delivery Service – The mail delivery service provided to schools is a unique service and one which is not offered across all other boroughs. Currently Lewisham is not recovering the full cost of this service with the current pricing model. This proposal is to increase charges to reduce the current levels of subsidy.

The following areas will be introducing new SLAs available for Schools to purchase:

- Free School Meal Eligibility – The Local Authority currently provides a subsidised service to schools in checking whether pupils meet the Free School Meal eligibility. This proposal would be to reduce this subsidy for schools through charging from April 2015.
- Estate Management Unit – Statutory Maintenance Audits. The Estates Team undertake subsidised annual audits of schools statutory maintenance performance. This proposal would reduce this subsidy through charges.
- Media and Communications – Currently support is provided by the Communications Team to schools within the borough for free. It is proposed that a new SLA is developed, which give schools the opportunity to buy into a set of services directly with the team.
- Occupational Health (OH) - This service is currently provided free of charge to schools with additional services being purchased from other OH providers. The current contract is being renewed and discussions are ongoing to look at how the contract can be structured in order to meet the full needs of Schools.

It is expected that the percentage impact on a school’s budget is 0.1%.

Council Tax Collection (£500k)

As part of the work to drive up Council Tax collection rates Lewisham is working with the Behavioural Insights Team (BIT), formerly at the Cabinet Office, to review current interaction with residents such as notices (initial demand, follow up reminders, text messages, bailiff letters etc.), as well as the less tangible elements of the recovery cycle, like timing and channel.

This work will build upon the behavioural insights literature taken from fields such as Social Psychology and Behavioural Economics, alongside the practical application that BIT has gained from working with organisations such as HMRC and Manchester City Council on tax and council tax. In the case of HMRC a randomised control trial on using revised tax collection letters highlighted a 15 percentage point increase in tax compliance from the new style compared to the old style letters. This work draws heavily from national and international work on tax paying and decision making, for further information please see:

WALSH, Keith. Understanding Taxpayer Behaviour – New Opportunities for Tax Administration. *The Economic and Social Review*, [S.l.], v. 43, n. 3, Autumn, p. 451–475, Feb. 2013. ISSN 0012-9984. Available at: <<http://www.esr.ie/article/view/46>>.

The revenue aims to increase Council Tax collection by £500k equivalent to a 0.5% increase in Council Tax collection rates.

Investment Strategy (£250k)

This review is focused on the level of return the Council receives on its current investments with an aim to increase this by £250k. Further details on this proposal can be found in the investment strategy paper.

3. Description of service and proposal

Blue Badge Administration Fee (£24k)

This proposal is to charge £10 per Disabled Person's Blue Badge issued. This would cover the cost of the badge (£4.60) and some of the administration costs.

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

None of these proposals would impact upon staff, voluntary sector or other council services.

Schools SLA

There is expected to be a 0.1% impact on schools budget.

Council Tax Collection

Reshaping of correspondence with residents over council tax reminders.

Investment Strategy

No impact.

Blue Badge Administration Fee

The customer would have to pay a £10 fee each time they renewed their badge. There are 7,200 Blue Badges in use. The renewal cycle is every 3 years. There would be no staff impact.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

The key risk is that we fail to meet income targets as a result of a drop in service demand or other factors such as economic climate, legislation or changes to government funding. Analysis has been undertaken to model potential impacts to mitigate this risk and a project board has been established to keep oversight on the impact of the changes.

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.			I.			
Impact of saving on corporate priority			Impact of saving on corporate priority			
Positive				Negative		
Level of Impact			Level of Impact			
		Low			Low	

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact					
What is the expected impact on equalities?					Low/ neutral

Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:			Low/Neutral
Disability:		Medium	
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral

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 :

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Is a full equalities analysis assessment required?	YES		NO	
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6. Legal

State any specific Legal Implications relating to this proposal

School SLA
The Council has power to provide these services to schools and there are no specific legal implications save those set out in the general legal implications

Council Tax Collection
There are no specific legal implications for this proposal.

Investment Strategy
Full legal requirements are set out in the financial strategy.

Blue Badge
The Blue Badge (Disabled Persons' Parking) Scheme was introduced in 1971 under Section 21 of the Chronically Sick and Disabled Persons Act 1970 ('the 1970 Act'). The regulations governing the Blue Badge scheme (The Disabled Persons (Badges for Motor vehicles) (England) (Amendment) Regulations 2007 provide local authorities with the discretion to charge a fee on the issue of badge. This fee cannot exceed £10. (This savings proposal is accordingly compliant with statutory provisions.)

Local authorities should note that only successful applicants should be asked to pay the badge issue fee. The fee may also be charged if badge holders request replacements for badges that have been reported as lost or stolen or because they are not clearly legible or have been damaged.

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	Yes
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7. Human Resources

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

***(not covered by council employee) e.g. interim**

**** (covered by council employee)**

***** (including posts covered by agency) – If nil please state**

(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

Gender:	Female:	Male:		
Ethnicity:	BME:	White:	Other:	Not Known:
Disability:				
Sexual Orientation:	Where known:		Not Known:	

Appendix 1 Section H – Enforcement & Regulation

H1: Restructuring of enforcement & regulatory services

Restructuring of Enforcement and Regulatory Services	
Lead officer	Geeta Subramaniam-Mooney
Directorates affected by proposal	Community Services
Portfolio	Public Realm
Select Committee	Sustainable Development
Reference no.	H1
Short summary of proposal	Restructure of services to create community protection hub, public realm hub and built environment hub. The consultation report for this proposal is provided at Appendix 4.

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:		
Expenditure £000's	Income £000's	Net Budget £000's
3,987.4 Including approx £180k for business support (which is being reviewed under a separate review)	(982.0)	3,005.4

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
800	0	0	800		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<p>A range of services have been considered to sit within a number of hubs: The first stage of the review has been to develop a model which will allow synergies between services and management savings to be achieved.</p> <p>The model has identified the following groupings of services:</p> <ul style="list-style-type: none"> • Managing the public realm hub – this will include existing cleansing, waste management and green scene functions together with the clean streets enforcement function and the street markets service which were previously managed as part of the environmental health and trading standards functions respectively. • Community and health protection hub – this will combine the current community safety/anti-social behaviour functions with licensing of licensed premises, trading standards, and existing environmental health and protection functions. These services are seen as core to health protection as well as community protection. • Built environment hub – the key services which contribute to the development of the built environment in Lewisham are Regeneration and Asset Management and Planning. Building Control, which previously was part of housing enforcement functions, has been combined with Regeneration and Asset Management. In addition, aspects of Environmental Protection may appropriately be combined with other functions within the Planning Service. <p>Following this model a restructure of services within the Community and Health protection hub is proposed.</p>

3. Description of service and proposal

Saving proposal description

A restructure of all service areas within the community and health protection hub is proposed.

A reduction of staffing and a change in roles will be required, with ensuring that staff in the new structure have the appropriate training and skills to deliver across a number of activities.

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

There will be an impact in relation to the following:

- ability to cover all aspects of current roles and activities of these service areas.
- A reduction in the Councils ability to provide provision other than on a reactive and intelligence based / risk based model.
- A reduction in staff numbers

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

A revision of the Councils enforcement policy will be undertaken to provide clarity of role and requirements.

Appropriate training for roles in the new structure will be supported by the Council.

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
D.		C.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
	Negative		Negative		
Level of Impact		Level of Impact			
	Medium		Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact on equalities?			Medium			

Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:		Medium	
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Level of impact: State the level of impact on the protected characteristics below:			
Gender:		Medium	
Age:		Medium	
Disability:		Medium	
Religion/Belief:			Low
Pregnancy/Maternity			Neutral
Marriage & Civil Partnerships			Neutral
Sexual Orientation:			Neutral
Gender reassignment			Neutral
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 :			
N/A			

Is a full equalities analysis assessment required?	Yes			
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6. Legal
State any specific Legal Implications relating to this proposal
Staff consultation will be required for changes to the current structure.

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	No
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7. Human Resources							
Will this saving proposal have an impact on employees within the team (yes/no)?							Yes
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)							
*(not covered by council employee) e.g. interim							
**(covered by council employee)							
***(including posts covered by agency) – If nil please state							
(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	0	3	5.2	54	2	2	0
Head Count	0	3	6	54	2	2	0

7. Human Resources

Vacant*	0	0	0	1	0	0	0
Vacant**	0	0	0	0	0	0	0
Vacant***	0	0	1	2.4	0	0	0

Workforce Profile Information

Gender:	Female: 36			Male: 36			
Ethnicity:	BME: 17	White: 49	Other: 3		Not Known: 3		
Disability:							
Sexual Orientation:	Where known: 28			Not Known: 44			

Appendix 1 Section I – Corporate and Management Overheads

I1: Reduction in corporate management and professional support services

Reduction in corporate management and professional support services	
Lead officers	Barry Quirk / Barrie Neal / Selwyn Thompson / David Austin / Kath Nicholson / Duncan Dewhurst / Andreas Ghosh / Robyn Fairman
Directorates affected by proposal	Council-Wide
Portfolio	Resources
Select Committee	Public Accounts Select Committee
Reference no. (to be provided by finance)	
Short summary of proposal (to be included in overall report)	<p>The democratic core of the Council and the corporate management arrangements are the very essence of the authority. The Council is a vehicle for community self governance before it is an agency with functional responsibilities for securing services and activities locally. The Mayor and Council assures the public accountability of an array of functions; and the Council’s corporate management ensures that these functions are designed and delivered cost-effectively.</p> <p>It essential that the costs of governance and corporate management are considered alongside the overall commitment to those significant savings being made across the organisation. However, it is crucial that the Council retains a sufficient corporate capability to generate and manage change. Proposals include savings on staffing levels across a wide range of activities, mitigated in part by new working arrangements which seek to streamline management processes that support governance and corporate working.</p> <p>Proposals also include further efficiencies in the delivery of the Council’s professional services. These include, finance, legal services, audit and risk, human resources as well as information management & technology.</p>

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:		
Expenditure £000's	Income £000's	Net Budget £000's
£35,862	£5,150	£30,712

2. Value of Proposals per year (£000's)			
2015/16:	2016/17:	2017/18:	Total 2015-2018
£2,090	0	0	£2,090

2. Value of Proposals per year (£000's)

Does this proposal have an impact on the DSG or HRA?	DSG	(Y)	HRA	(N)
If the proposal has an impact on the DSG or HRA, please describe the impact below				
Approximately £77,000 of the base budget identified covers DSG.				

3. Description of service and proposal

Description of the service, functions or activities which are being reviewed

Among other things, the purpose of this corporate core includes the:

- public accountability of Council functions and activities;
- overall financial stewardship and legality;
- coherent coordination of diverse policy programmes; and the
- strategic commissioning of a range of differing services & monitoring their performance

Over the years the Council has reduced the cost of its corporate core such that it is now relatively lean (compared to other like-sized authorities) in terms of numbers of senior managers and the staff teams that support these central functions. This reduction in corporate capacity has, however, led to questioning the capability of the central core successfully to manage the scale of changes that the Council needs to implement.

In particular the “four directorate” organisational structure that we have had for a number of years affords real strengths in service delivery but we need to move forward with greater flexibility over the coming period. Over the past six months officers have looked at the issue of bringing a range of other distributed functions together so that they can be delivered at lower cost. These include policy & performance; business support functions as well as strategic service commissioning.

For the coming year officers have identified opportunities to make substantial savings in policy and performance as well as in business support. A different view is being taken in respect of strategic service commissioning. This is because the Council is working closely with its health service partners to frame our joint commissioning properly so as to meet the demanding and dynamic requirements of integrating health and social care commissioning. And aside from an efficiency saving of 5 per cent for 2015-16, it is considered sensible to examine further the option for savings from this function in 2016/17 and 2017/18.

As well as a specific review of the corporate communications function, the professional services element of this savings proposal package includes the following:

- Finance – a statutory accounting function; financial, business and management accounting advice to management as well as a payroll and pension function.
- Legal Services – legal advice and representation in all Council matters including social care; contracts; education; employment law; property; planning; environment; prosecutions; debt recovery; and governance; for internal clients.
- Audit & Risk – 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.
- IMT Division – Information Management and Technology (IM&T) services. This includes the client role and system support for all major contracts for corporate technology and all larger “line-of-business” systems. It also includes provision of print services, records management services for Social Care, telephony, remote and mobile technologies. The service also provides all information management services, including management of FOI, Data Protection, information risk management and ICT security.

3. Description of service and proposal

- Human Resources – The division commissions approximately 2,000 training places. Some 50% of these are aimed at employees in the private and voluntary sector. The programmes include: health and safety, leadership, safeguarding, and technical social care training.

Saving proposal description

Direct and Indirect costs of governance (Saving £120k) and Membership of LGA and London Councils (Saving £20k)

The Council's basic governance will not change over the next four years. The Council's governance enables public decisions to be made in an open and accountable manner by elected politicians who themselves are accountable to the public at election and between elections. The Council's governance model, since 2002, is comprised of a Directly Elected Mayor and an elected Council of 54 members. The model also now includes the cost of functioning for the 18 local assemblies (some £0.3m). These local assemblies have become critical for the development of councillors' roles in their wards. Additionally a small budget of some £0.1m is dedicated to supporting the Young Mayor programme. There are no proposals for budget savings in respect of the direct costs of corporate governance.

However, a proposal is included that incorporates savings from more efficient means of supporting the business management of the Council, the office of the Mayor & Cabinet, as well as the Scrutiny function (some £40,000 in each area producing an aggregate saving of £120,000, from a combined budget of just over £1m). In addition, efficiencies made by the local government bodies to which the Council is in membership enables a saving of £20,000 to be made in this area.

Corporate management (direct cost savings of £190k; and support service costs of £160k)

The purpose of corporate management is to ensure that the Mayor and Council receive the best professional advice; that services are effectively designed and efficiently secured; that the organisation as a whole operates in a directed, coordinated and coherent fashion; that local partnerships function effectively; and that the Mayor and Council are assured that the Council's duties are performed adequately and that agreed policy priorities are delivered. What's more corporate management is not a layer of managerial coordination, but a capacity to generate and implement agreed changes.

It is crucial that the Council maintains an effective corporate management capability and already there is evidence that, in some areas, the Council's corporate managers are over-stretched. The Council has a moderate sized executive management team and a reasonable number of senior staff on JNC terms and conditions (i.e. Heads of Service, Directors and Executive Directors). That noted, we will need to reduce our senior management staffing numbers. We consider that a 5 per cent efficiency saving should be made in this area (equivalent to £190,000) for 2015-16 prior to any further transformation of the Council's management arrangements.

Secretariat functions will be re-organised and managed in a more streamlined way to achieve the proposed savings (equivalent to £160,000). New working arrangements will impact on the way work is managed and the level of support available across directorates.

Policy, Performance, Service Review and Intelligence – saving £900k

The functions include the policy development, performance monitoring, service review, consultation and research & intelligence capacity of the organisation. The savings proposal represents around 50 per cent savings on the salaries spend across the identified activities currently located in Laurence House. Opportunities to remodel the function have been evaluated and proposals will be brought forward for staff consultation to effect a significant reduction in salaries costs. The functions exist across the respective directorates in a fairly inconsistent and uneven manner. By reflecting further on the purpose of these activities and their grouping there is the potential to streamline activities and reduce the potential for duplication.

Commissioning – saving £260k

The proposed review of strategy and commissioning activities across the Council is expected to deliver savings in the region of £260k. This is a small (5 per cent) efficiency saving, although it needs to be recognised that this activity rests

3. Description of service and proposal

on the overall cost of service purchased at some £300m and it is in this area that the bulk of supply costs will be reduced. Staffing support is currently fragmented across a range of service areas. A review is underway to make an immediate salaries savings whilst working towards a new model better co-ordinating and streamlining activities for future delivery of this important function.

Corporate Communications – saving £50k

A review of the Council's corporate communications function is expected to deliver a budget saving of some £50k (on overall spend of some £770k) for 2015/16.

Professional Services – Saving £390k

The Finance Division has recently concluded a staffing re-organisation in order to achieve savings of £600k and the new structure has had some budget flexibility built into it particularly to provide for senior level support arising from capacity risks. This together with a consolidation and review of non salaried budgets following the restructure has identified that a saving of £150k is achievable.

The Legal Services Division saving of £50k will be achieved through a review of the staffing structure and the deletion of a post.

The Audit & Risk Division saving of £90k will be achieved by the release of budget currently used to fund additional Health & Safety support on specific tasks which will be absorbed by the permanent team and a review of the Anti-Fraud and Corruption Team priorities to coincide with the transfer of Benefit Investigators to the Department for Work and Pensions on the 1 April 2015.

The IMT Division saving of £50k will be achieved through a review of the Council's landline and mobile phone budgets. Costs on these have reduced particularly as a result of the recent mobile contract retender however capturing the minor amounts of savings arising has been difficult as these relatively small budgets have been spread Council wide. It is proposed to centralise these budgets and thereby capture these savings.

HR Division saving of £50k will be achieved through a review of the training courses. This will identify whether some courses can either be stopped or provision reduced or be configured and delivered in a different way and focus on ensuring that the Council only provides the more strategically important training.

Summary of proposals

Service Area		
Direct and indirect costs of governance	£120,000	<ol style="list-style-type: none"> 1. Member allowances 2. Members direct support (IT and training) 3. Members support (business, scrutiny and the Mayor's office) 4. Local Assemblies 5. Young Mayor's Team
Membership of the LGA and London Councils	£20,000	<ol style="list-style-type: none"> 1. Local Government Association 2. London Councils
Direct and support costs of corporate management	£190,000 £160,000	<ol style="list-style-type: none"> 1. Chief Executive, Executive Management Team and Heads of Service 2. Administrative and Executive Offices Secretariat Support
Performance and strategy	£260,000	<ol style="list-style-type: none"> 1. Strategy, Commissioning and Performance

3. Description of service and proposal

	£900,000	2. Policy and Performance
Core corporate functions	£50,000	Corporate Communications (digital)
Professional Services	£390,000	Legal Services, Information, Management & Technology, Finance and Human Resources
TOTAL	£2,090,000	

5. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

The savings proposal for £120k on member related services breaks down as follows: £40k Business & Committee (responsible for council business & committees, civic events, educational appeals, international partnerships); £40k on scrutiny (responsible for OSC , six select committees and member development); and £40k on the Mayor’s office (responsible for support to the Mayor & Cabinet, Young Mayor’s Team and Lewisham Congress). The savings proposed will marginally impact on staffing and operational budgets. For Business & Committee a vacant post is proposed to be deleted: formerly the post of the political assistant to the Liberal Democrat Group. The Overview & Scrutiny saving is proposed, subject to staff consultation, to be delivered by a reduction in the salaries budget. The Mayor’s Office savings are proposed on a simple corresponding efficiency basis.

The £900k savings arising from the policy and performance function will impact significantly (it is a 50 per cent reduction) on the staffing that supports a range of activities including: policy development, performance management, consultation, as well as corporate research & intelligence. Some work in this area will cease and other activities will have to be curtailed. Standards set formerly for a proactive and responsive service will have to be kept under constant review.

Other savings in corporate management and professional services are not anticipated to have a significant impact on the Council’s ability to achieve its aims.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

The modeling of new management arrangements will seek to promote the benefits of a more streamlined approach to the respective work areas. The aim is to eliminate unnecessary specialties and foster more generic capability. A process of prioritisation will be required across all work areas, and though some activities will cease, others will have to be done in a different way and the associated risk to standards of performance will have to be kept under constant review. The pervasive impact of Internet based research and data analytics offers the prospect of doing some policy and performance work more efficiently.

Impact on Corporate Priorities:

Main Priority – Most Relevant	Secondary Priority	Corporate Priorities:-
J	J	A. Community Leadership and

Impact on Corporate Priorities:						
Impact of saving on corporate priority			Impact of saving on corporate priority			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
Positive	<i>Negative</i> <input checked="" type="checkbox"/>	Neutral	Positive	<i>Negative</i> <input checked="" type="checkbox"/>	Neutral	
Level of Impact			Level of Impact			
High	<i>Medium</i> <input checked="" type="checkbox"/>	Low	High	<i>Medium</i> <input checked="" type="checkbox"/>	Low	

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage	
All Wards :	If individual Wards, please state:
<input checked="" type="checkbox"/>	x

6. Service Equalities Impact					
What is the expected impact on equalities?	High		Medium	<input checked="" type="checkbox"/>	Low/ neutral

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:	High	Medium	Low/ Neutral
Gender:	High	Medium	Low/ Neutral
Age:	High	Medium	Low/ Neutral
Disability:	High	Medium	Low/ Neutral
Religion/Belief:	High	Medium	Low/ Neutral
Pregnancy/Maternity	High	Medium	Low/ Neutral
Marriage & Civil Partnerships	High	Medium	Low/ Neutral

Level of impact: State the level of impact on the protected characteristics below:			
Sexual Orientation:	High	Medium	Low/ Neutral
Gender reassignment	High	Medium	Low/ Neutral
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 :			
Medium impact arising in relation to policy development and monitoring duties under the Equalities Act 2010.			

Is a full equalities analysis assessment required?	YES		NO	<input checked="" type="checkbox"/>
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7. Legal	
State any specific Legal Implications relating to this proposal	
Need to maintain statutory commitment in terms of relevant performance returns to Whitehall Departments and the development of, and support for statutory equalities duties (policy development, monitoring & reviews, overall approach to equalities analysis assessments and specific assessments due).	

Is staff consultation required (Y/N)	<input checked="" type="checkbox"/>	Is public consultation required (Y/N)?	No
---------------------------------------------	-------------------------------------	-----------------------------------------------	-----------

8. Human Resources								
Will this saving proposal have an impact on employees within the team (yes/no)?							YES	
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)								
<small>*(not covered by council employee) e.g. interim ** (covered by council employee) *** (including posts covered by agency) – If nil please state</small>								
(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		4	15	25	9	3	25	

8. Human Resources

Vacant*							
Vacant**							
Vacant***							

Workforce Profile Information

Gender:	Female: 48		Male: 33				
Ethnicity:	BME: 22	White: 57	Other: 1	Not Known: 1			
Disability:	5						
Sexual Orientation:	Where known: Gay / Lesbian – 5 Straight / Heterosexual - 25			Not Known: 51			

Appendix 1 Section J – Schools Effectiveness

J1: Increasing income from Educational Psychologists and Learning Difficulties teams

Increasing Income from Schools SLAs	
Lead officer	Sue Tipler
Directorates affected by proposal	Children and Young People
Portfolio	Children and Young People
Select Committee	Children and Young People
Reference no.	J1
Short summary of proposal	<p><u>School Effectiveness Services – Educational Psychologists and Specific Learning Difficulties Teams</u></p> <p>This strand is looking at all aspects of services to schools to identify opportunities to increase income (most of which are set out in the income generation strand above). In addition, savings proposals of £751k have been identified through reducing the central funding for Educational Psychologists and through grant substitution from the DSG around the management of our early years function and from the Basic Needs Grant for staff working on the expansion of school places.</p> <p>Currently all Education and Health Care Plans (EHCP) must include ‘psychological advice’. The Education Psychologist Team covers costs for supporting EHCPs, a core offer for each school, a traded offer of additional services, plus an amount for management, administration and building capacity case work in schools. The proposal is to trade more of the core service while helping to build capacity in schools.</p> <p><u>Use of Dedicated Schools Grant (DSG) and Basic Needs Grant to fund activity</u></p> <p>Expenditure on planning school places can be met in the future from the Basic Needs Grant and provision for 2,3, and 4 year old provision in the borough can be met from the Dedicated Schools Grant.</p>

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:		
Expenditure£000's	Income£000's	Net Budget£000's
1,420	(282)	1,138

2. Value of Proposals per year (£000's)			
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:
751	0	0	751
Does this proposal have an impact on the DSG or HRA?		DSG	Yes
		HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below			
The proposal to increase the income from the Service Level Agreement which will increase the costs for schools which will need to be paid for from the Individual Schools Budget block of the DSG.			

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<p>Education Psychology</p> <p>The Education Psychologist Team covers costs for supporting statements, a funded core offer for each school and additional traded services, plus an amount for management, administration and building capacity case work in</p>

3. Description of service and proposal

schools.

Planning School Places

The team provides the project management to meet demand for primary school places expansion across the borough.

Provision for 2,3, and 4 year old provision

This funding forms the support to secure sufficient places within the Local Authority to deliver the entitlement for 3 & 4 years olds and the more recent expansion of places for 2 year olds from disadvantaged families.

Saving proposal description

Education Psychology

It is proposed to reduce the amount of funding for Education Psychologist support to a statutory minimum, continuing support for ECHPs. All other activity will become traded. This will result in a saving of £300k either through increased income or reduced staffing, if schools do not take up the offer.

Place Planning

The project management costs of the school place planning team are currently provided for within the General Fund budget. It is now proposed to charge costs against the basic need capital grant allocation for the delivery of additional school places. The costs proposed are £200k.

2, 3, and 4 year old child care places

The costs of ensuring a sufficient provision for 2, 3, and 4 year old child care places in the borough are provided for within the General Fund with an estimated cost of £251k. The government allocates grant for the funding of free entitlement processes and managing the two year old scheme through the Dedicated Schools Grant. It is now proposed to fund this general fund expenditure through the early years grant allocation within the DSG.

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

The proposals will give greater choice to schools with regard to the Education Psychology services they require. Those services that are not valued by schools will decline while the services that schools value will grow. This may impact on the number of staff employed in different areas.

The charging of place planning project management costs to the basic need grant will have the effect of reducing the capital funds available for the delivery of additional places.

The funding of early years responsibilities through the DSG can be done with no impact on the service delivered.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

Schools do not take up the Education Psychologists offer and support for Special Education Needs reduces. This will be mitigated through monitoring of school performance.

There is a risk that the Dedicated Schools Grant conditions in the future may preclude these free entitlement management costs being met from the grant.

Impact on Corporate Priorities:

Main Priority – Most Relevant	Secondary Priority	Corporate Priorities:- A. Community Leadership and empowerment B. Young people's achievement and involvement
B	G.	
Impact of saving on corporate	Impact of saving on corporate	

Impact on Corporate Priorities:					
priority			priority		
		Neutral			Neutral
Level of Impact			Level of Impact		
		Low			Low
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					

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage	
All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact					
What is the expected impact on equalities?					Low/ neutral

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:	High		
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral
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 :			

Is a full equalities analysis assessment required?			No	
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6. Legal	
State any specific Legal Implications relating to this proposal	
X	

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	No
---------------------------------------------	----	-----------------------------------------------	----

7. Human Resources	
Will this saving proposal have an impact on employees within the team (yes/no)?	Potentially if schools do not take up traded offer.

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

*(not covered by council employee) e.g. interim

** (covered by council employee)

*** (including posts covered by agency) – If nil please state

(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

Gender:	Female:		Male:				
Ethnicity:	BME:	White:	Other:		Not Known:		
Disability:							
Sexual Orientation:	Where known:			Not Known:			

Appendix 1 Section K – Crime Reduction

K1: Retendering & targeted reduction in Drug & Alcohol services

Retendering and Targeted Reduction in Drug and Alcohol Services.	
Lead officer	Geeta Subramanian-Mooney
Directorates affected by proposal	Community Service, Customer services, CYP
Portfolio	Community Safety
Select Committee	Healthier Communities
Reference no.	K1
Short summary of proposal	The current drug and alcohol treatment system in Lewisham is currently performing well with a range of outcome measures consistently amongst the best in London. In order to build on this success while delivering savings we will be tendering a number of services to increase efficiencies while reducing and targeting provision such as residential rehabilitation.

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: 5,688		
Public Health (PH) Main Grant Allocation 2014-15:	4,900	
Mayor's Office for Policing and Crime (MOPAC) Funding:	511	
LBL:	277	
Expenditure£000's	Income£000's	Net Budget£000's
5,688	(5,411)	277

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
574	30	0	604		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<p>The Prevention and Inclusion service within LB Lewisham currently deliver and commission a range of services to meet the needs of those with a drug and/or alcohol problem and to reduce harm to society as a whole.</p> <p>The team works to align with the ambition of both Public Health England and the Government's Drug Strategy to increase the number of individuals recovering from addiction. It works to reduce drug and alcohol related offending as it is well demonstrated that cessation of drug use reduces re-offending significantly. This in turn will have benefits to a range of wider services and will address those who cause the most harm in local communities.</p> <p>The National Drug Strategy 2010 puts a key focus on recovery. Whilst recognising that recovering from dependent substance misuse is an individual person-centred journey, there are high aspirations for increasing recovery outcomes. Drug and alcohol recovery systems are increasingly being geared towards the achievement of the following outcomes</p> <ul style="list-style-type: none"> • Freedom from dependence on drugs or alcohol • Prevention of drug related deaths and blood borne viruses • A reduction in crime and re-offending

3. Description of service and proposal

- Sustained employment
- The ability to access and sustain suitable accommodation
- Improvement in mental and physical health and wellbeing
- Improved relationships with family members, partners and friends
- The capacity to be an effective and caring parent

The services being reviewed as part of this work include:

- All drug and alcohol treatment services in the borough including substitute medication prescribing and residential treatment services for ages 10 years upwards
- Borough-wide training and awareness raising function relating to drug and alcohol abuse including workforce development and work in schools
- Prevention campaigns

Saving proposal description

1. Revitalising and improving the shared care arrangements (GP services) including a new approach to alcohol services - £250k
2. Refocusing our work with young people to more efficiently meet their needs – redesign to realise savings elsewhere
3. Contract efficiencies - £100k
4. Targeting of tier 4 residential services - £150K
5. Reduction of service user involvement funding - £40K
6. Restructure of the team - £64K (split over 15/16 & 16/17)

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

- Reduction in some levels of the service such as residential rehab beds – we may need to increase the threshold for service to accommodate this.
- Despite lower levels of investment, the current treatment system is providing the best outcomes and the best value for money of the comparator boroughs. Value for money is calculated by amount invested divided by number of successful completions – reductions in funding have the potential to impact on this performance. It is important that we maintain this current level of performance around successful completions as this is due to become one of the three ‘health premium’ indicators in 2015/16 which **will attract funding** from Public Health England.
- Provision in some GP surgeries will be reduced to ensure that all services have sufficient capacity and expertise to meet the needs of clients in Lewisham.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

- **Reduction in level of service available in some areas (e.g. residential rehab):** Mitigated through a detailed and thorough service re design – including service users – to target services at those most in need and make innovative use of alternative provision
- **Service disruption during reconfiguration may impact on outcomes:** Mitigated through on-going contract monitoring and robust performance management running alongside re-commissioning process
- **Match funding implications for Drugs Intervention Programme (match funding required to obtain funding from MOPAC):** Mitigated through regular review and dialogue
- **Changes in Probation may add demand and need into the system on a statutory basis:** Mitigated through frequent dialogue and flagging of issues with MOJ and MOPAC

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
H.		D.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
	Negative		Negative		
Level of Impact		Level of Impact			
		Low		Low	

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage	
All Wards :	If individual Wards, please state:
All	Not yet clear – it is proposed that the refocusing of work with GPs will mean that some provision is not available in all services. It is unclear exactly which surgeries will not be providing these services but we will ensure there is an equitable geographic spread.

5. Service Equalities Impact					
What is the expected impact on equalities?					Low/ neutral

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:		Medium	
Gender:		Medium	
Age:			Low
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral

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 :

In general it is expected that the new treatment system will have a positive impact across all equalities strands by bringing more services into non-stigmatising settings and reducing the need to access a single service offer that can hamper engagement. However, there are a number of areas which require attention including access for women with children, ensuring that the services reach out to BME communities and that DDA requirements are met at all services.

Generally, given the likely nature of the service users – EAA assessments will be required to be worked in to the proposals in more depth.

In relation to the restructure of the team, the general employment legal implications will apply and the Council’s Management of Change Guidelines.

Is a full equalities analysis assessment required?	Yes			
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6. Legal
State any specific Legal Implications relating to this proposal

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	No – service users and stakeholder consultations already undertaken.
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7. Human Resources			
Will this saving proposal have an impact on employees within the team (yes/no)?			Yes
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)			
*(not covered by council employee) e.g. interim			
**(covered by council employee)			
***(including posts covered by agency) – If nil please state			
(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	14	1	1	
Head Count			1	14	1	1	
Vacant*							
Vacant**				1			
Vacant***			0	0	0	0	

Workforce Profile Information				
Gender:	Female: 10		Male: 5	
Ethnicity:	BME: 7	White: 7	Other: 1	Not Known: 0
Disability:	1			
Sexual Orientation:	Where known: 5		Not Known: 10	

K2: YOS reorganisation, changes in interventions & reduction in contracts

YOS reorganisation, Changes in Interventions Delivered and a Reduction in Contracts	
Lead officer	Geeta Subramaniam-Mooney
Directorates affected by proposal	Community Services
Portfolio	Community Safety
Select Committee	Children & Young People
Reference no.	K2
Short summary of proposal	<p>Lewisham YOS will be making the following savings:</p> <ul style="list-style-type: none"> • Reduction in general overhead costs • Reduction in reparation projects • Reduction in externally funded programmes • Deletion of staff post

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: 1,591.2		
Expenditure £000's	Income £000's	Net Budget £000's
1,636.1	(44.9)	1,591.2

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
200	0	0	200		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					

3. Description of service and proposal
<p>Description of the service, functions or activities which are being reviewed</p> <p>Youth Offending Teams have been in operation since 1998 and have delivered positive results in reducing offending and re-offending by children and young people under the age of 18. Lewisham YOS is a high performing team (HMIP 2012) and are currently rated green for all three performance indicators including re-offending where in the last quarter the reduction was the largest in London.</p> <p>Lewisham YOS is responsible for a range of services to the public and a wide range of stakeholders including:</p> <ul style="list-style-type: none"> • Prevention and diversion in collaboration with other children's services and directly at the police station • The delivery of interventions for out of court disposals (Triage, Youth Cautions, Out of Court Disposals and Youth Conditional Cautions) • Court duty at Bromley Youth Court. Attendance at Crown Courts for sentencing • Assessment, Planning, Intervention and Supervision for children and young people subject to court orders according to National standards for Youth Justice 2012. • A service to all victims of youth crime including restorative justice. • Parenting interventions aimed at supporting parents and carers to prevent their children re-offending . and working alongside other Family support services. • Sentence Planning and resettlement services for those young people who receive custodial sentences to reduce the negative impact of incarceration and improving resettlement pathways such as accommodation and education. • Working in the custodial establishment. Undertaking LAC assessments for Remanded Young people. • A range of evidence based interventions to change behaviour (CBT, Family approaches, group work interventions aimed at tackling particular offences e.g. knife crime) • Specialist Forensic Mental health and Drug and Alcohol service

3. Description of service and proposal

Saving proposal description

Lewisham YOS are proposing £200,000. This level of savings is being proposed from the core budget as external funding via the YJB grant is unpredictable and may fall in future years in line with local reductions. The YJB contribution to remand costs is unlikely to be sustained as full responsibility of commissioning remand beds is transferred to the local authority. This budget pressure remains a concern.

Savings will be met through the following:

£15,000 Reduction in general overhead costs

This will be achieved through a move to a paperless office, and through streamlining of processes. This work programme has commenced with full implementation for 1st April 2015.

£40,000 Reduction in reparation projects

Externally funded programmes will cease to be funded.

£100,642 Reduction in externally funded programmes and contracts

Re- negotiation of contracts including the Appropriate Adult Service with Catch 22 and cease to deliver a range of external programmes including Arts activities, employment and training programmes and targeted intervention. Interventions will be developed by existing staff and will be delivered by staff across the team, in line with their revised JDs following the 2013 restructure.

£42,500 Deletion of 1 vacant post in the YOS

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

Whilst overall cases have decreased over time (due to the triage provision-diverting young people out of the criminal justice system) the proportion of medium and high risk have remained level.

Risk is measured through both static (type of offences) and variable (Education / mental health status) factors as assessed by the YOS officer. Risk is fluid and can and does change.

Vulnerability has seen an increase in scores of 2 and 3 (on a scale from 0-4). Vulnerability is measured against a range of criteria including self-harm/ feelings of depression.

Lewisham YOS has seen a steady decline in the number of first time entrants since 2009. The Triage initiative has helped divert low level offenders from receiving a criminal conviction and has reduced the number of young people coming in to the service. It is unlikely that the decline will be maintained and there is evidence of leveling of new entrants.

Taking this into account, staff will be required to absorb the work of the deleted posts with additional cases to manage, plus additional duties such as running groups, delivering early intervention and wrap around family support. The service will have to stop the delivery of certain aspects of the service, referring young people to partner agencies.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

In order to manage the risks posed by the savings, we will increase focus on management oversight and reduce the amount of time that Operational Managers and Senior Practitioners are allocating to work with delivery partners, we will be streamlining service meetings and increasing office based time. There will be increased focus on Quality

4. Impact of proposal

Assurance in line with the anticipated HMIP inspection.

Young people will not be able to attend the diverse range of programmes that are currently in existence which will be tailored to their offending behaviour. Instead, young people will attend more generic programmes which will aim to address their needs.

Overhead costs will be reduced through the introduction of a paper free office. Discussions with the CPS and Courts are taking place to ensure that we comply with legislative requirements.

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
D.		B.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
	Negative		Negative		
Level of Impact		Level of Impact			
	Medium		Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact on equalities?			Medium			

Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:		Medium	
Gender:		Medium	
Age:		Medium	
Disability:		Medium	
Religion/Belief:			Low
Pregnancy/Maternity		Medium	Neutral
Marriage & Civil Partnerships		Medium	Neutral
Sexual Orientation:		Medium	Neutral
Gender reassignment		Medium	Neutral

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 :

The YOS works with a high number of young people who are from disadvantaged backgrounds, many of whom are also from BAME backgrounds. Young men make up 80% of the cohort. Therefore any cuts are likely to affect young BAME boys more than other groups of individuals.

Level of impact: State the level of impact on the protected characteristics below:
<p>We will aim to address this through the development and delivery of a targeted in house programme aimed at reducing the reoffending of BAME boys.</p> <p>An EAA assessment will be required. Any variation to existing contracts can only be by agreement between the parties although there is a right of voluntary termination if the parties cannot agree to necessary changes.</p>

Is a full equalities analysis assessment required?	Yes			
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6. Legal
State any specific Legal Implications relating to this proposal
<p>Staff consultation will be required for changes to the current structure.</p> <p>Any changes/ ceasing of contracts will need to give appropriate notice to providers.</p>

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	No
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7. Human Resources

Will this saving proposal have an impact on employees within the team (yes/no)?	Yes
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<p>Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)</p> <p>*(not covered by council employee) e.g. interim</p> <p>** (covered by council employee)</p> <p>*** (including posts covered by agency) – If nil please state</p> <p>(HR Advisory Service will provide you with data where this is available)</p>

	Scale 1 – 2	Scale 3 – 5	Scale 6 - SO2	PO1 – PO5	PO6 – PO8	SMG1 – SMG3	JNC
FTE		3	6	25	3	1	
Head Count		3	6	25	3	1	
Vacant*			1	2			
Vacant**							
Vacant***							

Workforce Profile Information

Gender:	Female: 27	Male: 11		
Ethnicity:	BME: 20	White: 13	Other: 2	Not Known: 3
Disability:	1			
Sexual Orientation:	Where known: 6		Not Known: 32	

K3: Reduction in funding for Integrated Offender Management service

Reduction in Funding for Integrated Offender Management Service	
Lead officer	Geeta Subramanian-Mooney
Directorates affected by proposal	Community Service, Customer services, CYP
Portfolio	Community Safety
Select Committee	Safer Stronger
Reference no.	K3
Short summary of proposal	Ending of the case management element of the borough's Integrated Offender management service.

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: 277		
Public Health (PH) Main Grant Allocation 2014-15:	4,900	
Mayor's Office for Policing and Crime (MOPAC) Funding:	511	
LBL:	277	
Expenditure£000's	Income£000's	Net Budget£000's
5,688	(5,411)	277

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
200	0	0	200		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<p>The Prevention and Inclusion service within LB Lewisham currently deliver and commission a range of services to meet the needs of those with a drug and/or alcohol problem and to reduce harm to society as a whole.</p> <p>The team works to align with the ambition of both Public Health England and the Government's Drug Strategy to increase the number of individuals recovering from addiction. It works to reduce drug and alcohol related offending as it is well demonstrated that cessation of drug use reduces re-offending significantly. This in turn will have benefits to a range of wider services and will address those who cause the most harm in local communities.</p> <p>The National Drug Strategy 2010 puts a key focus on recovery. Whilst recognising that recovering from dependent substance misuse is an individual person-centred journey, there are high aspirations for increasing recovery outcomes. Drug and alcohol recovery systems are increasingly being geared towards the achievement of the following outcomes</p> <ul style="list-style-type: none"> • Freedom from dependence on drugs or alcohol • Prevention of drug related deaths and blood borne viruses • A reduction in crime and re-offending • Sustained employment • The ability to access and sustain suitable accommodation • Improvement in mental and physical health and wellbeing

3. Description of service and proposal

- Improved relationships with family members, partners and friends
- The capacity to be an effective and caring parent

The team seeks to meet some of these outcomes through the commissioning of an Integrated Offender Management (IOM) service which seeks to identify drug using offenders in the criminal justice system and then provide additional support to help them engage with drug treatment services.

It is this IOM service that is the subject of this proposal.

Saving proposal description

The proposal is to withdraw funding from the case management/support element of the IOM service. This means that although individuals with a treatment need will still be identified in the criminal justice system there will be no additional support to assist to help them engage.

There is no statutory requirement to have an Integrated Management of Offender Service. It forms part of the Home Office and Ministry of Justice strategy to prevent crime and reduce reoffending. It provides a degree of control by multi agency providers including local government over offenders who are at a high risk of reoffending, even when they are not subject to statutory supervision. Proposals for changes to this service are being put forward at national level to provide support through other organisations to be set up as part of the national Transforming Justice changes.

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

Those who are involved in the criminal justice system are notoriously difficult to engage in drug/alcohol treatment services. Without additional support this engagement is even less likely which means that their criminal activity is likely to continue with all the associated impacts on other Lewisham residents.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

This work is to be delivered via the new Probation and Community Rehabilitation Companies through the Transforming Justice changes for managing adult offenders. It is still unclear as to the service offer/ delivery models and therefore impact of these changes overall.

We are working closing with the Ministry of Justice, The Mayors Office for Policing and Crime and our local leads for this area to ensure that we input into the redevelopments and future planning in this area.

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
H.			D.			
Impact of saving on corporate priority			Impact of saving on corporate priority			
	Negative			Negative		
Level of Impact			Level of Impact			
		Low			Low	

Impact on Corporate Priorities:					
					equity

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage	
All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact					
What is the expected impact on equalities?			Medium		

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:		Medium	
Gender:		Medium	
Age:		Medium	
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral
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 :			
Generally the impact of the service will be on those who would otherwise receive it. As young men from BME communities are over represented in the criminal justice system the impact there is likely to be increased. There is also a general impact on those who are victims of crime and the same group are again over represented.			

Is a full equalities analysis assessment required?	Yes			
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6. Legal	
State any specific Legal Implications relating to this proposal	
This will require notice and ending of a contractual arrangement.	

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	No
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7. Human Resources	
Will this saving proposal have an impact on employees within the team (yes/no)?	No
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)	
*(not covered by council employee) e.g. interim	
**(covered by council employee)	
***(including posts covered by agency) – If nil please state	

7. Human Resources

(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

Gender:	Female:		Male:				
Ethnicity:	BME:	White:	Other:		Not Known:		
Disability:							
Sexual Orientation:	Where known:			Not Known:			

Appendix 1 Section L – Culture & Community Services

L1: Review of main voluntary & community service grants programme

Review of Main VCS Grants Programme	
Lead officer	Liz Dart
Directorates affected by proposal	Community Services
Portfolio	Third Sector and Community
Select Committee	Safer Stronger
Reference no.	L1
Short summary of proposal	Review of main VCS grants programme. A new set of priority themes and criteria for the main grants programme are currently being consulted on. The consultation includes a proposal to reduce the grants budget by up to £1.5m

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: 5889.4		
Expenditure £000's	Income £000's	Net Budget £000's
5,955.4	(66.0)	5,889.4

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
1,125	375	0	1500		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<p>The current main grants programme was agreed by Mayor and Cabinet Contracts in July 2011. Funding was awarded for two and a half years from October 2011 to the end of March 2014 to 73 organisations. Funding was provided over four themes; Children and Young People, Building Social Capital, Gateway Services including Advice and Communities that Care. An extension to the programme for a further year was agreed in December 2013 taking the current funding to 31 March 2015.</p> <p>In addition to the £5.9 million grants budget Lewisham Council has contracts to a value of over £20 million with voluntary and community sector organisations to provide a wide range of services. These include youth activities, children's centres, supported housing and public health initiatives. The types of organisations that Lewisham is contracting with ranges from large national charities to small local community based organisations.</p>
Saving proposal description
<p>Officers have reviewed the criteria that were used for the programme in 2011 taking into account changes in local and national policy and the changing needs and priorities in Lewisham. In establishing the priority themes for the grants programme they have considered:</p> <ul style="list-style-type: none"> • The level of need locally • The contribution the third sector can make to meeting the priority • The availability of other sources of funding locally <p>The proposed programme themes are:</p> <ol style="list-style-type: none"> 1. Strong and Cohesive Communities 2. Communities that Care 3. Access to Advice

3. Description of service and proposal

4. Widening access to Arts and Sports

Consultation on the proposed criteria, application process and indicative saving level opened on 30th July and closes on 29th October. A report will be going to Safer Stronger Select Committee and Mayor and Cabinet in November 2014 seeking approval to open the new programme to applications. The deadline for applications is proposed as 4th Feb with draft recommendation reports and 3 month notice of change to current grants where applicable being issued by 30th March 2015. The draft recommendations and any appeals will be presented to Mayor and Cabinet Contracts in April 2015 for decision and new grants will commence from 1st July 2015.

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

The level of reduction proposed is likely to lead to some organisations losing significant levels of funding. This could mean the closure of some groups and the loss of some services that are no longer deemed to be a priority. However the remaining grants budget will be able to provide a good range of VCS support ensuring that the sector is able to remain an active partner in meeting the needs of Lewisham residents.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

1	Legal challenge – risk of JR’s from VCS organisations losing funding.	Careful design of process, appropriate consultation, consideration of equalities impact
2	Slippage – ensuring that information presented to members at each stage of process is complete enough to enable decisions to be taken.	Careful programme management to ensure preparation done at every stage. Engage with members early to ascertain areas of concern and address them. Issue notice to all funded organisations prior to April decisions to meet 3 month compact obligation.
3	Capacity – open process could bring large volumes of applications	Not possible to extend assessment period without further delays to saving implementation so extra capacity may need to be identified.

Impact on Corporate Priorities:

Main Priority – Most Relevant		Secondary Priority			Corporate Priorities:- A. Community Leadership and empowerment A. Young people’s achievement and involvement B. Clean, green and liveable C. Safety, security and a visible presence D. Strengthening the local economy E. Decent Homes for all F. Protection of children G. Caring for adults and the older people H. Active, health citizens I. Inspiring efficiency, effectiveness and equity
A.		I.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
	Negative		Negative		
Level of Impact		Level of Impact			
	Medium		Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage	
All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact					
What is the expected impact on equalities?			Medium		

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:		Medium	
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral
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 :			
The proposed new programme does not include a dedicated Children and Young People theme although organisations delivering services for CYP will be able to apply to other themes where their activity meets those theme criteria. In all other areas services are likely to be provided but this will only be known once final decisions on the applications have been made.			

Is a full equalities analysis assessment required?	Yes			
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6. Legal	
State any specific Legal Implications relating to this proposal	
The giving of grants to voluntary organisations is discretionary. The Council must act reasonably in relation to funding decisions taking into account only relevant considerations and disregarding irrelevancies. Regard has to be had to the outcome of the consultation upon the new proposed criteria for eligibility for grant funding. Generally, given the likely nature of the residents that benefit from the services – EAA assessments will be required to be worked in to the proposals in more depth.	

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	Yes
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7. Human Resources		
Will this saving proposal have an impact on employees within the team (yes/no)?		No
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant) *(not covered by council employee) e.g. interim		

7. Human Resources

**** (covered by council employee)**

***** (including posts covered by agency) – If nil please state**

(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

Gender:	Female:		Male:				
Ethnicity:	BME:	White:	Other:		Not Known:		
Disability:							
Sexual Orientation:	Where known:			Not Known:			

L2: Libraries staff reorganisation

Libraries Staff Reorganisation	
Lead officer	Liz Dart
Directorates affected by proposal	Community Services
Portfolio	Third Sector & Community
Select Committee	Safer Stronger
Reference no.	L2
Short summary of proposal	Libraries staff reorganisation

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: £4,459.6		
Expenditure £000's	Income £000's	Net Budget £000's
5,000.7	(541.1)	4,459.6

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
280	0	0	280		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
The libraries service consists of 7 directly provided libraries and 6 community libraries delivered in partnership with voluntary sector organisations. This saving proposal relates to the staffing provision within the libraries service. Staff salaries represent 84% of the service budget.
Saving proposal description
The libraries service underwent a significant reorganisation in 2011/12 with the introduction of community libraries and a new way of working for the service. This new model is now well embedded and allows the service to look again at its capacity to seek further efficiencies. It is proposed to make a saving of £280k from the libraries salaries budget through a staff reorganisation while ensuring that duties are being carried out at the most cost effective level.

4. Impact of proposal
Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:
The proposal is not intended to affect numbers of libraries or opening hours and should have a limited impact on service users.
Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.
There is a risk of a reduction in the quality of service through the loss of 'professional' capacity. The new structure will need to ensure that remaining posts are deployed effectively and that roles are carefully designed to ensure that tasks are carried out at the appropriate level.

Impact on Corporate Priorities:

Impact on Corporate Priorities:					
Main Priority – Most Relevant			Secondary Priority		
I.			A.		
Impact of saving on corporate priority			Impact of saving on corporate priority		
		Neutral			Neutral
Level of Impact			Level of Impact		
		Low			Low
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					

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage	
All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact					
What is the expected impact on equalities?					Low/ neutral

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:			Low/ Neutral
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral
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 :			

Is a full equalities analysis assessment required?			No	
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6. Legal	
State any specific Legal Implications relating to this proposal	
The general employment legal implications will apply and the Council’s Management of Change Guidelines.	

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	No
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7. Human Resources

Will this saving proposal have an impact on employees within the team (yes/no)?

Yes

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

*(not covered by council employee) e.g. interim

** (covered by council employee)

*** (including posts covered by agency) – If nil please state

(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	29.31	33.51	5.22	22	0	1	0
Head Count	89	43	10	22	0	1	0
Vacant*	0.6	0.2	0.6	2	nil	nil	nil
Vacant**	1	nil	nil	nil	nil	nil	nil
Vacant***	nil	3	0.04	nil	nil	nil	nil

Workforce Profile Information

Gender:	Female: 80		Male: 61	
Ethnicity:	BME: 48	White: 81	Other: 3	Not Known: 9
Disability:	7 disabled, 134 not disabled			
Sexual Orientation:	Where known: 29 straight/heterosexual		Not Known: 112	

Appendix 1 Section M – Housing & non-HRA funded services

M1: Transfer of non housing stock from the HRA to the General Fund

Transfer of Non-Housing Stock from the HRA to the General Fund	
Lead Officer	Genevieve Macklin/Tim Thompson
Directorates Affected By Proposal	Customer Services/Resources and Regeneration
Portfolio	Housing / Growth and Regeneration
Select Committee	Housing
Reference Number	M1
Short Summary Of Proposal	Transfer of non-Housing stock from the HRA to the General Fund

1. Financial Information		
2014/15 BUDGET (£000s)		
Net Controllable Budget:		
Expenditure £000's	Income £000's	Net Budget £000's
13,700	(10,900)	2,800

2. Value Of Proposals Per Year (£000s)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
700	200	100	1,000		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	Yes
If the proposal has an impact on the DSG or HRA, please describe this impact below:					
As above, it is proposed to transfer non-Housing stock from the HRA to the General Fund, thus providing an income stream to the General Fund. It will also reduce the amount of debt in the HRA, enabling further investment in existing or new stock.					

3. Description Of Service And Proposal
Description Of The Service, Functions Or Activities Which Are Being Reviewed:
Non-housing stock (e.g. garages and commercial properties) is currently accounted for in the HRA. The proposal is to transfer the income and running costs to the General Fund. This brings the current surplus generated into the General Fund and will, as a part of the Council's commercial asset stock, offer opportunities to : <ul style="list-style-type: none"> - Develop a consistent approach to the use of Council assets - operational and commercial estates, no 'grey'. - Introduce a new Asset Management Plan and AM system / governance arrangements to strengthen the corporate decision-making processes. - Generate increased income, based on up-to-date market rates, better use of properties and effective rent collection - Better align the commercial estate with corporate service delivery priorities. - Drive transparency.
Saving Proposal Description:
To transfer the management of the Council's non-Housing stock from the HRA to the General Fund, which would deliver a saving of £1,00k over 3 years. £0.7m of the saving will be attributed to the Housing budget savings target in 2015/16 and will be achieved by changing how the council account's for the stock. The savings of £0.3m, attributable to Resources and Regeneration will be achieved by the following: Optimise the Commercial Estate – Remove the 'Grey' estate (& effectively increase the 'Commercial' estate); Review of Commercial Estate to Increase Market Rentals to Increase Income; Improvements in the debt recovery of the commercial estate rent roll; Transfer of the Non-housing / Commercial assets into the General Fund (from the Housing Revenue Account); Optimisation of the transferred HRA non-housing stock; Optimising the Commercial Estate – moving the Voluntary & Community Sector organisations into more appropriate

assets (reduce the opportunity cost of them occupying potentially expensive / valuable retail units);
Advertising income from both on and off highways.

4. Impact Of Proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other Council services:

An initial financial analysis has indicated that the income generated as a result of transferring non-Housing stock (i.e. garages and commercial properties) to the General Fund would exceed the running and financing costs of these assets (this estimated surplus includes assumptions for a reduction in stock where garage sites have been identified for potential infill development and commercial properties are not viable or easily transferable e.g. where they form part of a residential block). This proposal would therefore deliver a saving of £1,000k via this surplus and improved portfolio management. Housing's proportion of the saving has been set at £700k. The additional £300k sits with the Commercial Assets team in Resources and Regeneration .

The proposal also reduces the amount of debt in the HRA, thus increasing borrowing capacity to invest in new or existing housing.

The intention is now that the transfer of these assets will be undertaken in autumn 2014, rather than the following financial year as planned. Part of the savings achieved from this transfer will then be used to offset the current budget pressure (£230k) within Housing Needs as a result of the delayed restructure, although this same amount will still need to be delivered in 2015/16.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these:

- in relation to either gaining vacant possession and/or putting new commercial leases in place these processes can take a considerable amount of time.
- Rent review process can also be protracted particularly if the matter has to be referred to a third party in accordance with the leases.
- Resistance from lease holders to the introduction of direct debit payments – resulting in a reduced market for commercial properties;
- Lack of training for debt collection team results in poor implementation of the direct debit payments process;
- Inconsistent application of approach to introducing direct debit payments for rentals reduces effectiveness;
- Reputational issues with regards to advertising on or near the highways (negated by careful selection of advertising content and formats)
- Planning policy restricts scope of advertising income
- May need additional resources to assist with securing possession of the premises and then re-letting to ensure new revenue streams are derived
- the transfer of non housing HRA assets to the GF will mean that this revenue stream will be lost to the HRA;
- some commercial properties may prove physically problematic / impossible to divorce from the housing assets once transferred to the GF.

Impact On Corporate Priorities:

Main Priority – Most Relevant		Secondary Priority			Corporate Priorities:- A. Community Leadership & Empowerment B. Young People's Achievement & Involvement C. Clean, Green & Liveable D. Safety, Security & A Visible Presence E. Strengthening The Local Economy
F.					
Impact Of Saving On Corporate Priority		Impact Of Saving On Corporate Priority			
Positive					

Level Of Impact			Level Of Impact			F. Decent Homes For All G. Protection Of Children H. Caring For Adults & Older People I. Active, Healthy Citizens J. Inspiring Efficiency, Effectiveness & Equity
High						

Ward/Geographical Implications – State Which Specific Wards Are Directly Affected By This Proposal (In Principle Stage)	
All Wards: All	If individual wards, please state:

5. Service Equalities Impact						
What Is The Expected Impact On Equalities?						Low/Neutral

Level Of Impact – State The Level Of Impact On The Protected Characteristics Below:			
Ethnicity			Low/Neutral
Gender			Low/Neutral
Age			Low/Neutral
Disability			Low/Neutral
Religion Or Belief			Low/Neutral
Pregnancy/Maternity			Low/Neutral
Marriage & Civil Partnerships			Low/Neutral
Sexual Orientation			Low/Neutral
Gender Reassignment			Low/Neutral
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:			
N/A			

Is A Full Equalities Analysis Assessment Required?			No	
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6. Legal
State Any Specific Legal Implications Relating To This Proposal
<p>Counsel's opinion on the transfer is as follows:</p> <p>"In principle, both commercial premises and garages which are let separately from any residential property can be re-appropriated and transferred out of the Council's HRA without the consent of the Secretary of State, on the grounds that they are not a house, part of a house, belonging to a house or enjoyed together with a house. However, the status of each individual property should be verified against those criteria before it is transferred."</p>

Is Staff Consultation Required? (Y/N)	No	Is Public Consultation Required? (Y/N)	No
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7. Human Resources

Will This Saving Proposal Have An Impact On Employees Within The Team? (Y/N) No

Within This Saving Proposal, Please State The Number Of Posts In The Current Structure By Grade Band (FTE Equivalent, Headcount & Vacant)

*(not covered by Council employee e.g. interim)
 ** (covered by Council employee)
 *** (including posts covered by agency – if nil, please state)

	Scale 1-2	Scale 3-5	Scale 6-So2	Po1-Po5	Po6-Po8	SMG1-SMG3	JNC
FTE							
Headcount							
Vacant*							
Vacant**							
Vacant***							

Workforce Profile Information

Gender	Female:	Male:		
Ethnicity	BME:	White:	Other:	Not Known:
Disability				
Sexual Orientation	Where Known:	Not Known:		

Appendix 1 Section N – Environmental Services

N1: Reduction in maintenance of some small parts, highways & reduced management

Reduction in Maintenance of some Small Parks, Highways and Reduced Management Costs	
Lead officer	Nigel Tyrell
Directorates affected by proposal	Customer Services
Portfolio	Public Realm
Select Committee	Sustainable Development
Reference no.	N1
Short summary of proposal	<p>Green scene</p> <p>1) Explore the possibility of reducing direct costs by increasing community engagement and involvement in management and maintenance activities in a number of small parks, highways enclosures and closed churchyards.</p> <p>2) Reduce management and management support costs/ posts</p>

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:		
Expenditure £000's	Income £000's	Net Budget £000's
4,600	(700)	3,900

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
340	0	0	340		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
The Parks and Open Spaces service within Green Scene.
Saving proposal description
<p>1. Increase community and voluntary sector engagement and support to explore the possibility of reducing the costs of maintaining some of the boroughs small parks, highways enclosures and closed churchyards. Work with local community groups, residents, parochial church councils and civic amenity groups to identify potential areas. Explore the potential for community groups to source external funds to support new arrangements (£153 k)</p> <p>2..Reduce management and management support costs/ posts (3 posts) £188k</p>

4. Impact of proposal
Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:
<ul style="list-style-type: none"> - Would need a further renegotiation of elements of the Green Space contract which may put additional pressure on it's viability . - Depends on appetite and capacity of local groups to take on extra responsibilities - Possible legal challenge from affected Parochial Church Councils - Reduced maintenance regimes may lead to more visible litter, graffiti and increased fly tipping - Unmaintained footpaths , boundary walls , memorials & trees may become hazardous

4. Impact of proposal

Reduced management structures

- Reduced capacity to engage with the community and user groups;
- Reduced capacity to deliver existing community engagement projects and schemes .
- Reduced capacity and ability to identify and attract new sources of external funding to improve parks and open spaces;
- Reduced service development, contract monitoring and commissioning capacity.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

Mitigations

- Potential to increase community involvement and participation in management & maintenance activities
- Parks and open space would remain open .
- Individual Parochial Church Councils may be prepared to carry out some of the maintenance of closed church yards
- Large parks regeneration projects would continue.

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
C.		I.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
	Negative		Negative		
Level of Impact		Level of Impact			
	Medium		Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
	Various wards

5. Service Equalities Impact

What is the expected impact on equalities?					Low/ neutral	
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Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:				Low/ Neutral
Gender:				Low/ Neutral
Age:				Low/ Neutral
Disability:				Low/ Neutral
Religion/Belief:				Low/ Neutral
Pregnancy/Maternity				Low/ Neutral
Marriage & Civil Partnerships				Low/ Neutral
Sexual Orientation:				Low/ Neutral

Level of impact: State the level of impact on the protected characteristics below:			
Gender reassignment			Low/ Neutral
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 :			
x			

Is a full equalities analysis assessment required?			No	
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6. Legal			
State any specific Legal Implications relating to this proposal			
Council has a duty of care to ensure all land it manages is not the source of a statutory nuisance			

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	No
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7. Human Resources							
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Will this saving proposal have an impact on employees within the team (yes/no)?	Yes	
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Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)							
*(not covered by council employee) e.g. interim							
**(covered by council employee)							
***(including posts covered by agency) – If nil please state							
(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	6	10	18	3	1	
Head Count	2	6	10	18	3	1	
Vacant*							
Vacant**							
Vacant***							

Workforce Profile Information				
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Gender:	Female: 14		Male: 26	
Ethnicity:	BME: 4	White: 36	Other:	Not Known:
Disability:	4			
Sexual Orientation:	Where known: 18		Not Known: 22	

N2: Reduction in street cleansing frequency & management costs

Reduction in Street Cleansing Frequencies and Cleansing Management Costs	
Lead officer	Nigel Tyrell
Directorates affected by proposal	Customer Services
Portfolio	Public Realm
Select Committee	Sustainable Development
Reference no.	N2
Short summary of proposal	Street Management - Reduction in street cleansing frequencies and cleansing management costs.

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:		
Expenditure £000's	Income £000's	Net Budget £000's
7,600	(1,600)	6,000

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
400	0	0	400		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
Street sweeping service
Saving proposal description
<p>1. Reduce street sweeping frequencies across the borough. No of posts affected 14 £0.34m - There will be a reduction in the frequencies that we sweep all residential roads which will result in a build up of litter, detritus and weeds. Streets will be unswept for longer periods.</p> <p>2..Reduce senior management post £0.06m</p>

4. Impact of proposal
Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:
<p>1a. Increase in complaints and customer / residents dissatisfaction with service</p> <p>1b. Un-swept streets look unsightly and have an impact on the environment. There would be a heavy build up of litter and detritus. Cleanliness as standards could be significantly reduced.</p> <p>1c. Possible increase in trips and falls leading to increase in insurance claims.</p> <p>2. Council will lose the services of experienced officer</p>
Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.
<p>Possible increase in trips and falls leading to increase in insurance claims.</p> <p>Un-swept streets look unsightly and have an impact on the environment. There could be a heavy build up of litter and detritus. Cleanliness as standards would be significantly reduced and the council may be unable to comply with set time frames within Environmental Protection Act .</p>

4. Impact of proposal

Authorities that allow their land to fall below acceptable standards for longer than the allowed response time may be subject to a Litter Abatement Order (section 91) or a Litter Abatement Notice (section 92) issued under the Environmental Protection Act 1990.

Performance will decline pushing the authority into the bottom quartile. This will be because the work undertaken in high intensity use areas will have to be undertaken as a priority. Areas that are already under performing such as 'Other Highways', 'High and Low Density Housing' and 'Industry', are likely to suffer as a result.

A full reorganisation of all sweeping beats in the borough would have to be carried out due to reduction in frequencies.

Impact on Corporate Priorities:

Main Priority – Most Relevant		Secondary Priority		Corporate Priorities:-	
C.		D.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
	Negative		Negative		
Level of Impact		Level of Impact			
	Medium		Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	Will have a larger impact on wards in North of the borough as these sweeping beats were less affected in the last reorganisation of sweeping frequencies.

5. Service Equalities Impact

What is the expected impact on equalities?			Medium			
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Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:			Low/ Neutral
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral

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 :

Level of impact: State the level of impact on the protected characteristics below:
Impact will affect all groups equally

Is a full equalities analysis assessment required?			No	x
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6. Legal
State any specific Legal Implications relating to this proposal
Yes – Environmental Protection Act 1990

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	No
---------------------------------------------	-----	-----------------------------------------------	----

7. Human Resources

Will this saving proposal have an impact on employees within the team (yes/no)?	Yes
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Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)
 *(not covered by council employee) e.g. interim
 **(covered by council employee)
 ***(including posts covered by agency) – If nil please state

(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	95.6	35	3	15		1	
Head Count	96	35	3	15		1	
Vacant*							
Vacant**							
Vacant***							

Workforce Profile Information

Gender:	Female: 4	Male: 146		
Ethnicity:	BME: 37	White: 100	Other: 3	Not Known: 10
Disability:	11			
Sexual Orientation:	Where known: 96		Not Known: 54	

Appendix 1 Section O – Public Services

O1: End the discretionary Freedom Pass scheme

End the Discretionary Freedom Pass Scheme	
Lead officer	Ralph Wilkinson
Directorates affected by proposal	Customer Services
Portfolio	Resources
Select Committee	Safer Stronger
Reference no.	O1
Short summary of proposal	End the discretionary Freedom Pass scheme The consultation report for this proposal is provided at Appendix 5.

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: Public Services (Benefits)		
Expenditure	Income	Net Budget
262.273 (253.762)	256.804 (246.789)	5.469 (6.973)

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
200	0	0	200		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
The Council issues Freedom Passes (FP) to all residents who meet the national eligibility criteria in relation to age or disability. In addition, discretionary Freedom Passes are issued to those residents who do not meet the national criteria and currently 1,175 people are in receipt of such passes - 75% (or 878 clients) due to mental health difficulties and 25% (397) due to physical disabilities.
Saving proposal description
The proposal is to withdraw the discretionary FP with effect from 1 January 2015. As the cost is based on usage it is difficult to be precise about exactly how much could be saved but estimates suggest the saving would be in excess of £200k pa. Although withdrawing the discretionary FPs will impact on some households, there are 2 alternative schemes that would negate the impact and are at no cost to the Council.
JC+ travel discount card – This is available to residents who have been unemployed for 3 months and over, received a qualifying benefit or must be working with an advisor for a return to work, they will be able to apply for a concession that gives them half-price travel;
60+ London Oyster card – This is available to residents who live in a London borough, are over the age of 60 but who do not qualify for a FP and they will qualify for free travel.
A recent sampling of those residents currently receiving a discretionary FP suggested that 68% would qualify for an alternative concession, this being 63% who would qualify for the JC+ travel discount card and 5% for the 60+ London Oyster card.
There are 17 London boroughs that have a discretionary FP scheme although some no longer issue any new passes.

The remaining 16 don't have a discretionary FP scheme. Locally, Lambeth withdrew their discretionary scheme in 2012 and Greenwich are reviewing theirs now.

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

Based on sampling 68% would have a change in their entitlement to free travel and 32% would lose their entitlement to free travel.

The service is working with the Community Services Directorate to try and establish whether the loss of entitlement to free travel would impact on other services that might increase costs to the Council.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

The saving impacts on other services – this may happen where the withdrawal of the FP means the person becomes reliant on other Council services. To determine if this is likely to be the case a set of sample cases is with the Community Services Directorate for consideration.

The saving is not achieved because it was an estimate – the saving is based on average usage so should be reasonably accurate. However, charging is done in arrears so there may be an issue with timing where the saving is not achieved in year 1. The timing / charging mechanism is being reviewed and discussed with London Councils who oversee the scheme.

Council reputation – communications will need to explain the reason for the change in policy. Not all London boroughs offer a discretionary scheme and of those that do some have withdrawn them or are reviewing them.

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
H.					
Impact of saving on corporate priority		Impact of saving on corporate priority			
	Negative				
Level of Impact		Level of Impact			
	Medium				

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact on equalities?	High				
--------------------------------------------	------	--	--	--	--

Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:			Low/ neutral
Gender:			Low/ neutral
Age:			Low/ neutral
Disability:	High		
Religion/Belief:			Low/ neutral
Pregnancy/Maternity			Low/ neutral
Marriage & Civil Partnerships			Low/ neutral
Sexual Orientation:			Low/ neutral
Gender reassignment			Low/ neutral

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 :

There will be a high impact on persons with a disability as it withdraws their current entitlement to free travel. Sampling shows that 68% of these will be entitled to alternative travel concessions. The remaining 32% will no longer have support. Information will be provided to all about alternatives and most economic ways to use public transport.

Is a full equalities analysis assessment required?	Yes			
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6. Legal

State any specific Legal Implications relating to this proposal

The savings here being proposed are within the context of "discretionary" expenditure. The issue will therefore be to address the risks within the context of the service users. A full equalities review is needed if the Council is to avoid a successful challenge

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	Yes
---------------------------------------------	----	-----------------------------------------------	-----

7. Human Resources

Will this saving proposal have an impact on employees within the team (yes/no)?							No
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)							
*(not covered by council employee) e.g. interim							
**(covered by council employee)							
***(including posts covered by agency) – If nil please state							
(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							
Gender:	Female:			Male:			
Ethnicity:	BME:		White:		Other:		Not Known:
Disability:							
Sexual Orientation:	Where known:			Not Known:			

O2: Reduction in staffing for parking contract client team

Reduction in Staffing for Parking Contract Client Team	
Lead officer	Ralph Wilkinson
Directorates affected by proposal	Customer Services
Portfolio	Resources
Select Committee	Public Accounts
Reference no.	O2
Short summary of proposal	Review Parking Contract Client Team

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:		
Expenditure:	Income £m	Net Budget £m
2,300	(7,200)	(5,100)

2. Value of Proposals per year (£000's)				
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:	
50	0	0	50	
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA
				No
If the proposal has an impact on the DSG or HRA, please describe the impact below				
N/A				

3. Description of service and proposal	
Description of the service, functions or activities which are being reviewed	
The Parking Client Unit monitors the council's parking contract.	
Saving proposal description	
Deletion of 1 post	

4. Impact of proposal	
Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:	
The contract is now entering it's second year and will no longer be subject to the same level of risk by the time this proposal is implemented. There should be no impact on the effectiveness of the monitoring arrangements by this time.	
No impact on the management of the contract,	
Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.	

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.	D.	
Impact of saving on corporate	Impact of saving on corporate	

Impact on Corporate Priorities:					
priority			priority		
		Neutral			Neutral
Level of Impact			Level of Impact		
		Low			Low
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					

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage	
All Wards :	If individual Wards, please state:
N/A	

5. Service Equalities Impact					
What is the expected impact on equalities?					Low/ neutral

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:			Low/ Neutral
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral
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 :			

Is a full equalities analysis assessment required?			No	
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6. Legal	
State any specific Legal Implications relating to this proposal	
None	

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	No
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7. Human Resources	
Will this saving proposal have an impact on employees within the team (yes/no)?	Yes
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)	

*(not covered by council employee) e.g. interim
 **(covered by council employee)
 ***(including posts covered by agency) – If nil please state

(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		1	
Head Count			2	1		1	
Vacant*							
Vacant**							
Vacant***							

Workforce Profile Information

Gender:	Female: 4		Male: 0				
Ethnicity:	BME: 3	White: 1	Other: 0		Not Known: 0		
Disability:	N/A						
Sexual Orientation:	Where known: 3			Not Known: 1			

O3: Set up an internal 'enforcement agency' to collect Council Tax & other debts

Set up an Internal 'Enforcement Agency' (bailiff) Service to Collect Council Tax and Other Debts	
Lead officer	Ralph Wilkinson
Directorates affected by proposal	Customer Services
Portfolio	Resources
Select Committee	Public Accounts
Reference no.	O3
Short summary of proposal	Set up an internal 'enforcement agency' (bailiff) service to collect Council Tax and other debts. The internal bailiff service will generate income from the statutory fees charged to debtors. The 'saving' is the net surplus income once operational costs have been taken into account.

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: Division (Revenues)		
Expenditure	Income	Net Budget
262.273 (3.553)	256.804 (1.781)	5.469 (1.771)

2. Value of Proposals per year (£000's)				
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:	
400	200	0	600	
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA
			No	No
If the proposal has an impact on the DSG or HRA, please describe the impact below				

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<p>The Revenues Service is responsible for the annual collection of £105m Council Tax, £55m Business Rates, sundry debt and the payments centre. If a Council Tax/Business Rates payer does not pay the Council goes to court and obtains a liability order which allows further enforcement action. The default collection method for these cases is to pass the cases to a bailiff to collect.</p> <p>The Council has contracts with a number bailiff companies to collect the outstanding debt. The bailiff companies do not charge the Council for the service as they generate their income/profit from the fees charged to debtors.</p> <p>The service will also be extended to cover outstanding Parking PCN debt (£3m p.a.)</p>
Saving proposal description
<p>The Tribunal Courts and Enforcement Act 2007, together with the enabling regulations, came into force in April 2014 and brought major changes to the enforcement industry to make it simpler to understand and more transparent. The reforms introduce a new fixed fee regime for debtors and changed the name of bailiffs to enforcement agents. A review of the changes shows that a substantial amount of income will be generated from the new fixed fees which with the current arrangements would become additional profit for the bailiff companies. The saving proposal is to set up an internal 'enforcement agency' (bailiff) service which after taking into account running costs will generate a net surplus income.</p> <p>In addition to generating surplus income the service believes it can improve upon the current bailiff collection rate and provide a more sensitive service when vulnerable debtors are identified.</p>

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

A team of enforcement agents and support staff will be recruited to deliver the service that was previously delivered by a contractor.

Service users will experience the same or a better level of service as the Council believes it will be better at identifying and dealing with vulnerable cases.

There should be no negative impact on the voluntary sector or other services.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

Does not generate the income expected – the proposed income generation is a safe estimate. However, the Council will retain the existing bailiff services for out of borough cases and ‘difficult’ cases so will be able to revert to external service again at short notice. Staff employed will be on fixed term contracts until the service is confident in its future. Close monitoring of expenditure and income will be carried out throughout the process.

Does not improve Council Tax/Business Rate collection – even if the new service only collects 20% of the debt referred the objectives of generating income from fees and being more sensitive will be achieved. The enforcement agents recruited will be experienced and currently delivering this type of service elsewhere. If the collection rate is less than 20% the option to revert to external bailiff company at short notice is possible.

Damages council reputation – the Council is already associated with this type of service by contract. Bringing the service in house under the Council’s direct management and introducing a more sensitive approach for vulnerable cases should ensure the Council’s reputation is maintained or improved.

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.						
Impact of saving on corporate priority			Impact of saving on corporate priority			
Positive						
Level of Impact			Level of Impact			
	Medium					

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards : All	If individual Wards, please state:
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5. Service Equalities Impact

What is the expected impact on equalities?					Low/ neutral	
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Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age:			Low/ Neutral
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity:			Low/ Neutral
Marriage & Civil Partnerships:			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment:			Low/ Neutral
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 :			

Is a full equalities analysis assessment required?			No	
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6. Legal	
State any specific Legal Implications relating to this proposal	
None (check does TUPE apply?)	

Is staff consultation required (Y/N)	No	Is public consultation required (Y/N)?	No
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7. Human Resources							
Will this saving proposal have an impact on employees within the team (yes/no)?							No
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)							
*(not covered by council employee) e.g. interim							
**(covered by council employee)							
***(including posts covered by agency) – If nil please state							
(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				
Gender:	Female:		Male:	
Ethnicity:	BME:	White:	Other:	Not Known:
Disability:				
Sexual Orientation:	Where known:		Not Known:	

Appendix 1 Section P – Planning Service

P1: Restructure of the planning service

Restructure of Planning Service	
Lead officer	John Miller
Directorates affected by proposal	Resources and Regeneration
Portfolio	Planning Service
Select Committee	Sustainable Development
Reference no.	P1
Short summary of proposal	<ul style="list-style-type: none"> Restructure of planning service (£128k) to enable us to build flexible, well trained Planning Casework teams that can respond to fluctuations in caseload. Cutting funding for legal locum to deal with s106 agreements that is no longer required (£51k)

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget:		
Expenditure £000's	Income £000's	Net Budget £000's
3,394	(1,577)	1,817

2. Value of Proposals per year (£000's)				
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:	
229	0	0	229	
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA
		No	No	
If the proposal has an impact on the DSG or HRA, please describe the impact below				
N/A				

3. Description of service and proposal
Description of the service, functions or activities which are being reviewed
<p>The Planning Service forms part of the Resources and Regeneration Directorate and operates from 3rd Floor Laurence House. The Planning Service currently comprises: Forward Planning, Urban Design and Conservation, Development Management, Land Charges and Economic Development.</p> <p>This saving proposal affects the Development Management area of the Planning Service. <i>Development Management</i> deals with individual planning applications within the policy framework set by the development plan, as well as appeals against Council decisions, and enforcement action against unauthorised development.</p> <p>The Planning Service was last re-structured in September 2011 to facilitate a Development Management approach to the handling of planning applications and to integrate the administration functions within the Area teams to reduce fragmentation of the planning application process. The implementation of this vision required a more proactive and delivery focused approach, with more resources needed to be allocated to pre-application discussions with applicants and the local community. Closer and more flexible working was also required between the planning officer, technical support and enforcement functions to enable the service to be more efficient and effective.</p>
Saving proposal description
<p>Savings proposal is split into 2 areas:</p> <ol style="list-style-type: none"> A staff re-structure that will further embed the principles of Development Management and the recent changes to our "Development" pre-application services. Whenever possible, we will seek to influence the design of

3. Description of service and proposal

potential developments earliest possible stage, so that when an application is submitted it can be determined efficiently based on our earlier advice. Applications will be processed effectively by the appropriately graded planning officers. Wherever possible, case officers will be fully responsible for all aspects of the processing of their application.

2. A management re-structure
3. Removal of £51k from the Development Management budget which was used to support a legal locum providing specific Planning advice on the setting up of legal agreements. Funding arrangements for provision of internal legal advice is now recovered via Section 106 Agreements.

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

1. Planning Case Officers will have more input and control into the quality and processing timescales of their individual caseloads. A larger percentage of Planning decisions will be issued within published timescales. Residents and other professional bodies will be able to contact their Planning Officer for the majority of aspects of their application. Clearer career paths in place for Planning Service staff.
2. There is no impact on any stakeholders to the removal of the Locum support as internal legal fees will be recovered through Section 106 agreements.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

No significant risks arise with these proposals.

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.		E.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
Positive				Neutral	
Level of Impact		Level of Impact			
	Medium			Low	

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact			Medium		

5. Service Equalities Impact					
on equalities?					

Level of impact: State the level of impact on the protected characteristics below:			
Ethnicity:		Medium	
Gender:			Low/ Neutral
Age:	High		
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity:			Low/ Neutral
Marriage & Civil Partnerships:			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment:			Low/ Neutral
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 :			
The re-structure of the Planning Service is likely to impact the older members of the team. The current staff profile has 50% of the workforce aged 41 and over, with 25% aged 51 and over. 38% of the workforce is BME – all graded at PO1 and below.			

Is a full equalities analysis assessment required?	YES	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. This is stipulated within the Council’s Employment/Change Management policies. 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.
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6. Legal	
State any specific Legal Implications relating to this proposal	
This proposal is subject to staff consultation as stipulated within the Council’s Employment/Change Management policies.	

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	No
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This proposal is subject to staff consultation as stipulated within the Council’s Employment/Change Management policies.

7. Human Resources		
Will this saving proposal have an impact on employees within the team (yes/no)?	Yes	
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant) *(not covered by council employee) e.g. interim **(covered by council employee) ***(including posts covered by agency) – If nil please state		

7. Human Resources

(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		7	11	21	3.93	1	
Head Count		2	8	17	3	1	
Vacant*		NIL	NIL	NIL	NIL		
Vacant**		4	1	2	NIL		
Vacant***		1	2	2	1		

Workforce Profile Information

Gender:	Female: 20		Male: 17				
Ethnicity:	BME: 13	White: 22	Other: 0	Not Known: 2			
Disability:	1						
Sexual Orientation:	Where known: 9 – Straight / Heterosexual			Not Known: 28			

Appendix 1 Section Q – Safeguarding & Early Intervention Services

Q1: Improve triage for Children’s Social Care services & re-design Children Centre & Early Intervention offer

Improving Triage for Children's Social Care Services and Redesigning Children's Centre and Early Intervention Offer	
Lead officer	Ian Smith
Directorates affected by proposal	Children & Young People
Portfolio	Children & Young People
Select Committee	Children & Young People
Reference no.	Q1
Short summary of proposal	<p>These proposals involve a re alignment of the Early Intervention and Social Care Referral and Assessment functions to create a new approach to our front door and triage for access to services. Early Intervention Services have been moved into Children Social Care (CSC) to ready both services for more integration leading to fewer assessments which should allow us to reduce staffing levels. This strand also proposes alternative delivery models and levels of provision across our early intervention providers in Children’s Centres, Targeted Family Support (TFS) and the Family Intervention Project (FIP) to build in greater flexibility to work at lower costs. It proposes a reduction in the unit costs of working with families and a reduction by a third of the number of families we support. Greater use of the Troubled Families grant with these families will deliver further savings to the General Fund. The strand also proposes further savings to the Children’s Social Care placement and other budgets. In this strand, savings proposals of £5.5m are set out, of which £4.18m is proposed for 2015/16; £1.2m for 2016/17 and £111k for 2017/18.</p> <p>In 2015/16, £3.2m of the savings in this strand is required in order to re-set the Children’s Social Care placements budget as set out in CYP14/15.02b</p> <p>The consultation report for this proposal is provided at Appendix 6.</p>

1. Financial information		
2014/15 BUDGET (£000’s)		
Net Controllable Budget:		
Expenditure £000’s	Income £000’s	Net Budget £000’s
26,215	0	26,215

2. Value of Proposals per year (£000’s)			
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:
4,181 of which 3.2m relates to the re-setting of the CSC Placements budget as set out in CYP14/15.02b	1,223	111	5,515
Does this proposal have an impact on the DSG or HRA?	DSG	No	HRA
No			
If the proposal has an impact on the DSG or HRA, please describe the impact below			
N/A			

3. Description of service and proposal

3. Description of service and proposal

Description of the service, functions or activities which are being reviewed

Early Intervention (EI) services work directly with families and/or practitioners in order to support the identification, assessment and addressing of key needs to improve parenting and outcomes for children. EI services also aim to prevent the escalation to specialist services, such as children's social care. Children's Social Care protect vulnerable children from harm and comprise services for LAC, placements, initial contacts, referrals and assessment, adoption, family social work – front line protection work, and children subject to a child protection plan. A recent realignment of EI and Children's Social Care (CSC) within the CYP directorate was undertaken to allow integration which will help to reduce the number of assessments that end in no further action and therefore reduce costs.

Saving proposal description

The proposals in this strand are five-fold:

- 1 Introducing Integrated Triage into Children's Social Care
- 2 Changing children centre contracts as they are re-procured to:
 - A shift the costs of providing reception and administration
 - B reduce the unit cost of working with each family
 - C reduce the number of families to be worked with by a third
- 3 In order to deliver a viable service under the reshaped contracts re-configure Children's Centres to be more flexible and focused
- 4 Use of the Troubled Families Grant to fund more early intervention work
- 5 Savings to other CSC budgets

1 Introducing Integrated Triage into Children's Social Care

This will require reform of the Front Door in Children's Social Care. Details are still being developed, including the necessary cultural change that will be required across the children's partnership. It is proposed to implement the changes so that they are effective by October 2015. The savings in this area will accrue from an expected reduction in the number of assessments that are undertaken for which there is no further action. This will allow the deletion of a social work team and the early intervention team supporting the partnership in the use of the common assessment form. In the future, cases will be more effectively "triaged" and passed directly to the right services, thereby reducing the number of assessments by about 15%. Currently, over 3000 assessments are done each year and 75% of these do not result in further action. This new approach is not without risk and will be closely monitored. It will also require additional work with partners in schools, Children Centres, health and the police to build capacity for the partnership to support children and families.

The expected saving of £510k is spread over 2015/16 and 2016/17 with £255k expected in each year.

2 Changing Children Centre contracts as they are re-procured.

2a removing the requirement for reception and administration

The Children's Centre contracts are due for renewal as at 31st March 2015. The LA currently retains responsibility for the administration and management of all 17 premises partly to ensure the hours of opening are consistent with a universal service as part of OFSTED expectations/ definitions. This costs £500k. By implementing a new model of delivery of Children's Centres (as described below) this cost will be saved through the more flexible use of the buildings. The expectation in tendering would be that the successful contractor(s) would not be required to have specific reception or administration offices and they could provide this in a more flexible way as they consider necessary. As the date of implementation is to be October 2015, a saving of £250k would arise in 2015/16 and £250K in 2016/17.

2b reduce the unit cost of working with each family

The providers under the current contracts have showed varied success in terms of meeting targets and demonstrating value for money. The overall average unit cost we currently pay is £579 per family. The average unit cost of the top 4 performing Children's Centres is £462, and it is proposed to reduce the unit cost across all sites to this amount, thus achieving a £644k saving. As the date of implementation is to be October 2015 a saving of £322k would arise in 2015/16 and £322k in 2016/17.

2c reduce the number of families to be worked with by a third

3. Description of service and proposal

Given the savings required, it will not be possible to sustain work with the number of families currently receiving a service. The proposal is therefore to reduce the expected volumes of targeted families receiving a service. Using the above reduced unit cost of £462, a saving of £792k would mean that 3800 families could be reached. This is 1700 fewer targeted families than the 5500 who are currently targeted to receive a service. Although this is a reduction in number, it can be mitigated by maintaining and developing alignment of health visiting delivery to children's centre provision. As the date of implementation is to be October 2015 a saving of £396k would arise in 2015/16 and a further £396k in 2016/17.

3 In order to deliver a viable service under the reshaped contracts, re-configure Children's Centres to be more flexible and focused

For the above proposals to be taken forward, it would be necessary to change the existing model of delivery, in order that the Children Centres remain viable. Under the current Children Centre regime, all centres are required by OFSTED to :

- be open, and staffed, 9am-5pm, 5 days a week
- open 48 weeks a year
- be subject to inspection
- comply with an extensive set of data and monitoring requirements
- provide a range of services as specified by statute

The proposal is to re-designate our Children's Centres so that some or all are freed from these requirements so that they can operate more flexibly and at lower cost. Collectively across the Estate, all services currently being offered would still be available but they could be configured differently.

Proposals are still being designed and, the savings would need to be subject to consultation with parents, professionals and others, including the voluntary sector. The new model will require closer working with health visitors, in particular.

4 Use of the Troubled Families Grant to fund more early intervention work

The FIP is used extensively with challenging families by CSC and in delivering work aligned with the Government's Troubled Families programme. The current cost of the service is £488k pa, £200k of which is already funded through Troubled Families. There is scope to fund the whole cost of the service – a further £288k - using Troubled Families grant.

Similarly, the Targeted Family Support Service works with vulnerable families as part of early intervention. The new criteria for phase 2 of the Troubled Families programme is likely to align more with our approach and there is scope therefore to fund more of our early intervention work through the Troubled Families grant - an additional £1.1m.

5 Savings to other Children's Social Care budgets

5 a) Section 20s

Half of our children becoming LAC result from s20 or parents giving up their children to social care (125 or half of the 250 that became LAC in 2012/13) and half of those who leave care are returning to their families (approximately another 125 of the 240 who left care in 2012/13 but not the same 125 each year). The proposal is to apply resources to crisis response activities that could avoid some of these particular children coming into the care system. The proposal is that 6 children each year are supported with this crisis response activity to remain with their families with an average cost avoided per case of £30k, a total of £180k for the proposal.

5 b) Residential Placements

Trying to reduce the more expensive residential placements has been a core strategy for CSC savings for a number of years. With cases becoming more complex, this has become more challenging with an increase in our residential placements in the last year. This proposal is to address the recent increase by using use care planning panel to review 12 cases and reduce residential placements costs to generate £500k in a full year.

5 c) Existing Internal Foster Carers and Expansion Programme

There is an ongoing strategy to increase the ratio of in-house as against Independent Fostering Agency (IFA) providers. The target is 20 in 2014/15. If the target is continued for 2015/16 but assuming 5 of those are specialist

3. Description of service and proposal

roles then that leaves 15 more to achieve a saving of c£25k per placement or £375k saving.

5 d) Long Term Challenging Placements

The recruitment of specialist professional foster carers could be a route to support more difficult young people in some of our most expensive accommodation. This proposal, as part of growing our in-house capacity, is to recruit 5 specialist foster carers who would support those young people with very expensive placements costing in the region of £3k a week. This alternative proposal would be to pay £800 for fostering costs plus say, £800 for additional support, giving a total of £1600 instead of the £3000. Assuming 4 placements using these specialist carers, then a £290k saving would result. This would be in addition to the activity on residential placements set out above.

5 e) Supported Lodgings

This is accommodation in a family home but not as a fostering placement. It tends to be for over 18s and some young people about to leave care. It is a much cheaper option than semi-independent units The weekly saving is estimated at £300 per week or £15k per annum. It is anticipated that 10 young people could be accommodated in this way resulting in a saving of £150k. The organisation that recruits in-house foster carers for the Council has indicated that they could assist in securing this accommodation.

5 f) Additional savings have been identified in Children's Social Care – one ICS floorwalker post to be deleted on the basis of all new staff will be trained in an ICS system before they join Lewisham (£45k). The interpreting budget is also under spending by £30k so this will be added to the savings for 2015/15.

5 g) The management of the FIP and TFS now also lie within Children Social Care (CSC) facilitating better transfer of cases between CSC and early intervention services. This will facilitate a reduction in Children in Need Plans held by social workers and a reduced cost. Initial work suggests that up to £111k could be saved. This saving will not be achievable until 2017/18. These are some of the most vulnerable children in Lewisham and in order to achieve a decrease in social workers working with these families, we would want to be confident that we have built capacity in the partnership including our commissioned services, to hold these cases.

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

Impacts from Children's Centre Proposals:

- A reduction potentially of 1700 families supported by Children's Centres with fewer services available
- The integrated triage should simplify the system for professionals and families to know where to get support

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

- Reducing capacity in the CCs will increase demand / expectation in the health visiting services (the budget for which will transfer to LAs in 2015).
- The partnership may not have the capacity to pick up cases leading to pressures Children's Social Care. This is to be mitigated by training and by linking social workers to provision in each children centre services area of the borough.
- Children's Centres may see more demand following reduced contacts elsewhere such as CSC, FIP, TFS and the youth service, where there is also proposed resources cuts. To mitigate this the services will need to ensure that they are identifying and supporting the vulnerable families and those most in need of help.
- Fewer assessments by social workers could bring an increased risk of safeguarding failure – ensure training and support available so that staff can identify the correct cases for referrals so system is safe rather than risk averse.
- The use of Troubled Families Grant to support activity would potentially lead to the loss of these services if Government were in the future to end the Troubled Families programme and its funding rather than mainstream the funding within local government
- If procurement changes are not achieved the budget for placements will significantly over spend in 2015/16
- Increased possibility of placement breakdown for more challenging children if specialist foster carers are not successful

4. Impact of proposal

- Loss of social workers may impact morale although it is intended to redeploy social workers internally.

Impact on Corporate Priorities:

Main Priority – Most Relevant		Secondary Priority		Corporate Priorities:-	
G.		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	
Impact of saving on corporate priority		Impact of saving on corporate priority			
	Negative		Negative		
Level of Impact		Level of Impact			
	Medium		Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact on equalities?	High					

Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age: (Young People)	High		
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral
Gender reassignment			Low/ Neutral

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 :

N/A

Is a full equalities analysis assessment required?	Yes			

6. Legal

State any specific Legal Implications relating to this proposal

6. Legal

X

Is staff consultation required (Y/N)

Yes

Is public consultation required (Y/N)?

Yes

7. Human Resources

Will this saving proposal have an impact on employees within the team (yes/no)?

Yes

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

***(not covered by council employee) e.g. interim**

**** (covered by council employee)**

***** (including posts covered by agency) – If nil please state**

(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		10	1		
Head Count		8		10	1		
Vacant*							
Vacant**							
Vacant***							

Workforce Profile Information

Gender:	Female:		Male:				
Ethnicity:	BME:	White:	Other:		Not Known:		
Disability:							
Sexual Orientation:	Where known:			Not Known:			

Q1 – supplementary - Improve triage for Children’s Social Care services & re-design Children Centre & Early Intervention offer

Early Intervention and Safeguarding	
Lead officer	Ian Smith
Directorates affected by proposal	Children & Young People
Portfolio	Children & Young People
Select Committee	Children & Young People
Reference no.	Q1
Short summary of proposal	<p>The budgets for Looked After Children placements, supporting adopted children and placements for Care Leavers needs to be re-set. While the numbers in these categories are not growing, the budgets do not reflect the actual numbers of children and young people who need to be supported. The Directorate for Children and Young People has, in previous years, covered the gaps through various management actions but the savings made in previous years mean that there is no longer the flexibility for those actions to cover the gaps. That has led to the current in-year overspend in the Children’s Social Care placements budget. In order to re-set the budget, further savings of £3.2m have had to be found. It is proposed that these savings come from the early intervention and safeguarding review strand as set out in CYP14/15.02a</p> <p>The consultation report for this proposal is provided at Appendix 7.</p>

1. Financial information		
2014/15 BUDGET (£000’s)		
Net Controllable Budget:		
Expenditure £000’s	Income £000’s	Net Budget £000’s
23,194	0	23,194

2. Value of Proposals per year (£000’s)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
3,208	0	0	3,208		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal	
Description of the service, functions or activities which are being reviewed	
The re-setting of the children social care placements budgets is being achieved by a review of the approaches to the procurement of places for looked after children, transformation of the front door for contact with social care and a re-organisation of the early intervention services as set out in Pro Forma XX.	
Saving proposal description	
The proposals in this strand are five-fold as set out in the Pro Forma relating to safeguarding and early intervention:	
1	Introducing Integrated Triage into Children’s Social Care
2	Changing children centre contracts as they are re-procured to:
A	shift the costs of providing reception and administration
B	reduce the unit cost of working with each family
C	reduce the number of families to be worked with by a third
3	In order to deliver a viable service under the reshaped contracts, re-configure Children’s Centres to be more flexible and focused

3. Description of service and proposal

- 4 Use of the Troubled Families Grant to fund more early intervention work
 5 Savings to other CSC budgets

The proposals to provide the resources for the re-setting of the Children's Social Care budget are set out in CYP14/15.02b. £3.2m of the £4.2 m set out there are proposed to be used in this area.

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

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
G.		B.			
Impact of saving on corporate priority		Impact of saving on corporate priority			
	Negative		Negative		
Level of Impact		Level of Impact			
	Medium		Medium		

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	

5. Service Equalities Impact

What is the expected impact on equalities?					Low/ neutral	
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Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:			Low/ Neutral
Gender:			Low/ Neutral
Age: (Young People)	High		
Disability:			Low/ Neutral
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral
Sexual Orientation:			Low/ Neutral

Level of impact: State the level of impact on the protected characteristics below:			
Gender reassignment			Low/ Neutral
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 :			
N/A			

Is a full equalities analysis assessment required?			No	
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6. Legal			
State any specific Legal Implications relating to this proposal			
X			

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	Yes
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7. Human Resources							
Will this saving proposal have an impact on employees within the team (yes/no)?						YES	
Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)							
*(not covered by council employee) e.g. interim							
**(covered by council employee)							
***(including posts covered by agency) – If nil please state							
(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		10	1		
Head Count		8		10	1		
Vacant*							
Vacant**							
Vacant***							

Workforce Profile Information				
Gender:	Female:		Male:	
Ethnicity:	BME:	White:	Other:	Not Known:
Disability:				
Sexual Orientation:	Where known:		Not Known:	

Q2: Reduction in Youth Service provision

Reduction in Youth Service Provision	
Lead officer	Mervyn Kaye
Directorates affected by proposal	Children and Young People
Portfolio	Children and Young People
Select Committee	Children and Young People
Reference no.	Q2
Short summary of proposal	<p>Two options are presented for consideration. Both options propose savings of £1.4m initially. It is important strategically to set an end option for the youth service due to further Council funding reductions required in following years.</p> <p>Option 1 looks at an option of mutualisation of the youth service following savings. Option 2 considers a move straight away to a statutory service only model.</p>

1. Financial information		
2014/15 BUDGET (£000's)		
Net Controllable Budget: £3,460.8		
Expenditure	Income	Net Budget
3,603	(143)	3,460

2. Value of Proposals per year (£000's)					
2015/16:	2016/17:	2017/18:	Total 2015/16-2017/18:		
<u>Option 1:</u> 1,406	0	0	1,406*		
<u>Option 2:</u> 3,160	0	0	*A further saving of 1,754 from 2019/20 is proposed after 3 years of the mutual operating (See text for the risks) £3,160		
Does this proposal have an impact on the DSG or HRA?		DSG	No	HRA	No
If the proposal has an impact on the DSG or HRA, please describe the impact below					
N/A					

3. Description of service and proposal
<p>Description of the service, functions or activities which are being reviewed</p> <p>Lewisham Council's Youth Service budget covers a two-pronged statutory obligation: facilitate access to positive activities for young people to build life skills, and track young people's current education and employment statuses in order to report to Central Government the number of young people not in education, employment or training (NEET) and then ensure these young people receive appropriate support.</p> <p>The Youth Service provides and facilitates access to a range of activities for young people through a combination of direct delivery, support to access delivery provided by other organisations, and commissioning and partnering with the voluntary sector. The activities are now focused on developing young people's life skills as agreed in the previous reorganisation of the service.</p> <p>Provision includes positive activities for young people, offering them places to go and things to do, including social and cultural activities, sports and play, and early intervention services. The Youth Service also offers informal education, advice and guidance on career choices and healthier lifestyles, and information concerning the dangers of substance misuse.</p> <p>The Service's targeted support for young people in relation to education, employment and training consists of 9</p>

3. Description of service and proposal

specialist one to one youth workers each holding an approximate caseload of 15 cases at any one time, with an annual service reach of around 270 young people. Alongside a one stop shop, Baseline, in Lewisham town centre and a variety of commissioned providers, the service provides one-to-one youth work for the Borough's most vulnerable, support to young fathers, young women and those considering their sexuality. Additionally, the Mayor's NEET Programme offers a 6 week traineeship programme for young people who are not in education, employment or training.

All of these activities and support systems take place at 7 Council-run youth centres, 5 Council-run adventure playgrounds, through street based work, at Baseline – our one-stop support hub in Lewisham Town Centre – and at a variety of non-council run venues across the Borough.

Saving proposal description

In this section both options are described and the details of the initial £1.4m saving proposals are set out

Option 1

It is proposed that the Service reduces its controllable budget by £1.4m (41%) by making strategic adjustments to several service areas. The proposals set out below reduce the size and capacity of the service in order to release savings, but also leave a model which it is believed could be used as the basis of the development of a Staff Mutual proposal for the service. If a staff mutual proposal is pursued, it is estimated that a lead-in time of a year would be needed to establish a viable business plan, and then a period of three years of council funding. More work is needed on various aspects of the mutual as indicated. This includes whether it would be possible to taper the council's funding over three year period. The proposal is the Council should stop funding the mutual entirely after the third year, generating a further £1.7m saving. There is a risk that the mutual will not at the end of 3 years, be sustainable and therefore a risk, that without continuing Council funding at some level, services cannot be guaranteed.

Option 2

Given the extent of savings required by the Council and the risk that option 1 could still require Council funding after a mutual has been in operation for three years, option 2 proposes moving directly to a statutory service model only. Under the model, £100k would be needed to facilitate access to youth activity and £200k would be needed for the NEET tracking and engagement elements of the youth re-engagement services.

This would produce a saving of £3.1m

Proposals to achieve the initial savings of £1.4m

Staffing:

The Youth Service currently maintains 7 youth centres and 5 adventure playgrounds (APGs). At each of the youth centre sites the Service delivers 15 contact hours per week and 22.5 hours per week at each adventure playground (217.5 contact hours across all sites). In order to release savings across the Service it is proposed that the Service retains 5 youth centres and 5 APGs, while removing staff from 2 youth centres and reducing front-line staff headcount commensurately. Removing staff from these sites will allow the 2 centres to be operated by voluntary/community providers or to close. Recommendations as to which two centres should be closed or offered to the voluntary sector will be based on the location of the centre and the attractiveness of the facilities for mutualisation. Currently proposals are to close or pass on Ladywell and Rockbourne youth centres.

From its youth centres, the Service operates a street-based outreach capacity comprised of 3.4 fte support youth workers with an ability to operate 15 hours of outreach work per week. It is proposed that the Service remove this capacity.

Ending Council-run provision at 2 youth centres and ending the street-based outreach capacity will yield the following savings:

- Reduction of Youth Workers from 17.5fte to 10 fte, and reduction of manager and business support

3. Description of service and proposal

capacity yields a savings of **£370,000**

- Youth Service provision budget will be reduced commensurate with the removal of staff from two clubs, and with activity already due to end, yielding a saving of **£20,500**

Commissioning:

In order to release further budget savings, but still maintain the Service's integral relationship with the community and voluntary sector, it is proposed that the commissioning fund be reduced by 31%. The commissioning fund is used to procure a broad range of activities focused on building life skills for young people from the voluntary sector that serve to supplement the Youth Service's direct delivery and ensure a range of youth provision across the borough.

Reducing commissioning funds by 31% will release savings of **£293,000**.

Database, IT & Logistics:

Further savings through reduced sites and further efficiencies can be made to IT and database costs, giving a figure of **£35,500**.

Income Generation

It is recommended that significant effort is made to rent space and bring in providers to use our sites during non-contact hours to generate income of **£100,000**

Re-engagement Service

There are three elements of our current service which we propose to bring together more strategically to form a youth re-engagement service. These comprise

- a) Specialist 1:1 Service
- b) The Mayor's NEET Programme
- c) The NEET tracking service
- d) Baseline

a) Specialist 1:1 Service:

The proposal is to re-specify this service which could be delivered as part of the Targeted Family Support Service. The Specialist 1:1 Service is operated out of Baseline in Lewisham Town Centre and is comprised of 9 fte Specialist Youth Workers and 1 fte Specialist 1:1 Coordinator, representing a total cost of £450,000. The previous savings outlined reduce management costs leaving Baseline with £390,000. The team works primarily with young people between the ages of 16-18 and offers individual key worker support in emergency situations, signposting to other services, advice, guidance and access to other community services. It is proposed that savings are made as set out and then the reduced services (for the 1:1 service and the Mayor's NEET programme) are funded through grant substitution from the troubled families grant and some income from other sources which are being currently investigated including the Education Funding Agency and Schools.

The **£390,000 will be grant substituted or covered by income from elsewhere.**

b) Mayor's NEET Programme:

The Mayor's NEET Programme (MNP) is operated out of the TNG and is comprised of 1 fte Specialist Group Work Coordinator, 1 fte Senior Youth Worker, 1.2 fte Support Youth Workers. Staffing and programme costs total £197,000.

In order to release savings to the Youth Service, it is proposed that the MNP is re-specified in accordance with Raising the Participation Age(RPA), and funded via alternative monies from schools, colleges and the Education Funding Agency.

The following changes are proposed to the MNP, which will reduce the total cost from £197,000 to £115,000:

3. Description of service and proposal

- Delete the post of Specialist Group Work Coordinator to realise a savings of **£47,000**
- Halve the MNP programme costs from £70,000 to realise an initial savings of **£35,000**
- The reduced MNP will be alternatively funded to release savings of **£115,000**

c) NEET services, including tracking

The Council has a statutory responsibility to monitoring and track NEETs and to support vulnerable NEETs. The revised cost of this activity is £200k.

This would leave a resource of £705k focussed on re-engaging young people.

The total budget reduction to the Youth Service is £1,406,000

The overall funding under the options are as follows:

	Current budget for youth service and re-engagement services	Proposed starting point for mutual after savings	Proposed budget for re-engagement service after savings		Proposed budget for statutory element of youth service		Total Savings
Option 1	£3,460	£1,754	705	*1	100	*2	£1,406
Option 2	£3,460	N/A	705	*1	100	*2	£3,160

Funding Sources

*1 The £705k will be funding from the general fund (£200k) and the remaining from grant substitution or income generation

*2 Funded from the general fund

4. Impact of proposal

Please outline the impact of the changes you propose. Please indicate how the proposal will impact on both staff, service users, voluntary sector and other council services:

- Reduction in directly provided and commissioned youth provision across both youth clubs and outreach/ street based work including the specific removal of Lewisham youth service universal provision at 2 youth clubs.
- One third reduction in the commissioning fund will lessen provision and also require a reprioritisation and reallocation across currently commissioned providers. There are various voluntary sector providers who rely on Council and Youth Service funding to sustain operations and it is likely that some providers will have to either reduce or suspend operations.
- Reduction in business support will lessen the service's capacity to respond to queries, manage invoices, facilitate commissioning processes and perform mapping exercises.
- Failure to find alternative funding would place specialist provision at risk and limit the Service's ability support partnership work and attend inter-agency meetings.

Please outline the risks associated with your proposal and the mitigating actions you are undertaking to manage these.

- Reducing youth worker and site capacity will cause demand to exceed supply, forcing certain sites to absorb the impact that stems from site closures. To mitigate this, the Service proposes that it retain 1 fte Support Youth Worker beyond the minimum in order to provide enhanced staffing when necessary.
- The Service will continue to look elsewhere for alternative ways to generate revenues including rental of space at youth sites and trading of services. Ultimately this could result in the creation of a staff mutual able to better income generate as well potentially lower costs.
- The need for Troubled Families monies to substitute Council expenditures on the MNP and Specialist 1:1 sub-

4. Impact of proposal

service may exceed supply. The Service will consequently look to make either one or both services income generating entities to supplement any grant money received from Troubled Families.

- Reducing the commissioning funds may cause voluntary sector providers to cease operations. In order to mitigate this, it may be possible for officer time and business acumen to be lent to various sector providers in order to help them future plan, re-examine business strategy and look for alternative funding streams.
- If the mutual option is taken there is a risk that it will not succeed in covering its costs at the end of the three years
- As a mutual the council will have reduced control to specify activity.
- There are HR and budget risks associated with establishing a mutual.
- A mutualised service would have to take into account total cost including facilities management, IT, HR, finance support, etc which is currently within corporate budgets outside of the £3.4m controllable youth service budget detailed here.
- If Option 2 were taken and the service reduced to a statutory minimum there could be a lack of opportunities for young people

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
B.			G.			
Impact of saving on corporate priority			Impact of saving on corporate priority			
	Negative			Option 2 Negative	Option 1 Neutral	
Level of Impact			Level of Impact			
Option 2 High	Option 1 Medium	Low		Option 2 Medium	Option 1 Low	

Ward/Geographical implications – State which specific Wards are directly affected by this proposal In principle stage

All Wards :	If individual Wards, please state:
All	Yes – to be agreed

5. Service Equalities Impact

What is the expected impact on equalities?	High					

Level of impact: State the level of impact on the protected characteristics below:

Ethnicity:		Medium	
Gender:		Medium	
Age:			Low/ Neutral
Disability:		Medium	
Religion/Belief:			Low/ Neutral
Pregnancy/Maternity			Low/ Neutral
Marriage & Civil Partnerships			Low/ Neutral

Level of impact: State the level of impact on the protected characteristics below:			
Sexual Orientation:		Medium	
Gender reassignment			Low/ Neutral
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 :			
x			

Is a full equalities analysis assessment required?	Yes			
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6. Legal			
State any specific Legal Implications relating to this proposal			
x			

Is staff consultation required (Y/N)	Yes	Is public consultation required (Y/N)?	Yes
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7. Human Resources							
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Will this saving proposal have an impact on employees within the team (yes/no)?	Yes	
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Within this savings proposals, please state the number of posts in the current structure by grade band. (FTE equivalent, Head Count & Vacant)
 *(the current structure has 60.7 FTE posts)
 **(not covered by council employee) e.g. interim
 ***(covered by council employee)
 ****(including posts covered by agency) – If nil please state

(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*		21.06	18	14	2	1	0
Head Count		52	18	16	2	1	0
Vacant**		?	1	1	0	0	0
Vacant***		1	0	0	0	0	0
Vacant****		1	0	0	0	0	0

Workforce Profile Information							
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Gender:	Female: 49			Male: 40			
Ethnicity:	BME: 61		White: 20		Other: 1		Not Known: 7
Disability:	5						
Sexual Orientation:	Where known:				Not Known: 89		

APPENDIX 1B – LEWISHAM CORPORATE PRIORITIES

The six Sustainable Community Priority outcomes, agreed with the Lewisham Strategic Partnership and the Council's 10 Corporate Priorities are set out as follows:

Sustainable Community Strategy

- **Ambitious and achieving:** where people are inspired and supported to fulfil their potential.
- **Safer:** where people feel safe and are able to live free from crime, anti-social behaviour and abuse.
- **Empowered and responsible:** where people can be actively involved in their local area and contribute to supportive communities.
- **Clean, green and liveable:** where people live in high quality housing and can care for and enjoy their environment.
- **Healthy, active and enjoyable:** where people can actively participate in maintaining and improving their health and well being.
- **Dynamic and prosperous:** where people are part of vibrant localities and town centres well-connected to London and beyond.

Corporate Priorities

- **Community Leadership and Empowerment:** developing opportunities for the active participation and engagement of people in the life of the community.
- **Young people's achievement and involvement:** raising educational attainment and improving facilities for young people through partnership working.
- **Clean, green and liveable:** improving environmental management, the cleanliness and care for roads and pavements, and promoting a sustainable environment.
- **Safety, security and a visible presence:** partnership working with the police and others to further reduce crime levels and using Council powers to combat anti-social behaviour.
- **Strengthening the local economy:** gaining resources to regenerate key localities, strengthen employment skills and promote public transport.
- **Decent Homes for all:** investment in social and affordable housing to achieve the decent homes standard, tackle homelessness and supply key worker housing.
- **Protection of children:** better safeguarding and joined up services for children at risk.

- **Caring for adults and older people:** working with health services to support older people and adults in need of care.
- **Active, healthy citizens:** leisure, sporting, learning and creative activities for everyone
- **Inspiring efficiency, effectiveness and equity:** ensuring efficiency and equity in the delivery of excellent services to meet the needs of the community.

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
A1	£2.68m	Comm	Cost effective care packages	<p>Although there is an absolute duty on local authorities to assess individuals for possible care and support needs, local authorities do have a high level of discretion as to how to meet eligible needs, both in the application of approved eligible needs criteria and in terms of the reasonable application of resources. However on an individual basis, no service user may have their care package altered without a further assessment of need.</p> <p>An EAA will not be required as the actions taken to implement these savings are not at the strategic level; all service users will be assessed and re-assessed on an individual basis, and to attempt to analyse the impact of these proposals across the client group is not meaningful, nor a relevant consideration here as each care package will have separate reassessment and consideration within existing lawful eligibility criteria, with service decisions being made exercising a lawful degree of discretion as to how to meet eligible need.</p>
A2	£1.5 m	Comm	Negotiated reduction in 24 hr individual prices for care; pathway redesign; charging where historical funding streams have put people outside Council charging	<p>Although there is an absolute duty on local authorities to assess individuals for possible care and support needs, local authorities do have a high level of discretion as to how to meet eligible needs, both in the application of approved eligible needs criteria and in terms of the reasonable application of resources. They</p>

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
				<p>can charge for social care services. However on an individual basis, no service user may have their care package altered without a further assessment of need.</p> <p>Statutory consultation will be required for the second and third proposal and in respect of negotiated changes to contractual prices, this may only be done by agreement unless provided for within the contractual terms.</p> <p>A further report will be brought back, following consultation which will deal with all relevant matters.</p>
A3	£150k	Comm	Review adult social care sensory services	<p>Direct payments were introduced by the <i>Community Care (Direct Payments) Act 1996</i>. The initial power to provide DPs has been extended to a duty to provide DPs to all those who consented to and were able to manage them, (2003 Regulations pursuant to the Health and Social Care Act 2001), and over all user groups including those with learning difficulty and mental health issues by 2009.</p> <p>The aim of Direct Payments is to increase individuals' independence and choice by giving them control over the way services they receive are delivered. Direct payments are cash payments made in lieu, either fully or partly, of</p>

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
				<p>services from local authority social services. The payment must be sufficient to enable users to purchase services to meet their needs, and must be spent on services that users need.</p> <p>Personal budgets are an allocation of funding given to users after a social services assessment of their needs. Users can either take their personal budget as a direct payment, or - while still choosing how their care needs are met and by whom - leave councils with the responsibility to commission the services. Alternatively, they can have a combination of the two.</p>
A4	£1.3 m	Comm	Remodelling building based day services and associated travelling costs	To meet the statutory requirements to increase the use of personal budgets, a review is necessary as Council services cannot generally be purchased via direct payments. There will need to be consultation if there is any proposal to lose building based services and in relation to any transport changes. On an individual basis, no service user may have their care package altered without a further assessment of need.
A5	£275k	Comm	Charging for adult social care services	Section 17 Health and Social Services and Social Security Adjudications Act (HASSASSA) 1983 gives Councils a discretionary power to

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
				charge adult recipients of non-residential services, provided that such charges are reasonable and they have regard to the Government's "Fair Access to Care Service" national guidance. From April 2015 the relevant statutory provision will be the Care Act 2014. Formal consultation will be required including consultation with self funders over the introduction of a charge for administration of the Care Account which is a new requirement of the Care Act 2014. A full report will be needed.
A6	£1.5 m	Comm/Public Health	Efficiencies , decommissioning certain services and review of current contracts	Statutory duties for areas of public health were conferred on the Council by the Health and Social Care Act 2012. Specifically Section 12 introduced a new duty to take appropriate steps to improve the health of people living in the area. Regulations require the Council to provide particular services for the weighing and measuring of children, provision of health checks for eligible people, open access sexual health services, public health advisor services and information and advice about local health issues. The Council must be satisfied that it is still able to fulfil these statutory duties despite any change of service provision. Some specific proposals will require consultation and a full report should be submitted. Public health expenditure is ring fenced for public health outcomes until the end of 2015/16. This does not mean that public health expenditure cannot

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
				be put to different public health uses than is the case currently. Where expenditure is made under contract is may only be reduced in accordance with the terms of that contract.
A7	£250k	Comm	Renegotiate contracts for accommodation based services for people with mental health and use new models to achieve savings	For existing contracts, price reductions may only be achieved by agreement during their currency by agreement unless the contract provides otherwise. Re-commissioning may offer opportunities for new contracts at better rates. An EAA and full report will be required. On an individual basis, no service user may have their care package altered without a further assessment of need.
A8	£250k	Comm/Public Health	Review public health programmes	A number of the public health contracts have a six month notice period. Consultation and an EAA will be required as will a full report.
A9	£250k	Comm	Staffing restructure to realign early intervention services	The general employment legal implications apply. It is not proposed that the proposals if agreed would impact on service delivery.
A10	£600k	Comm	Recoupment of the cost of health related elements of care packages and placements	NHS bodies are responsible for the cost of primary health need, whilst the Council is responsible for the costs of social care. DOH guidelines provide that the CCG and the Council should seek to agree a funding arrangement which reflects their respective contributions to the elements of care for which

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
				they are responsible, where a service user has both health and social care needs.
B1	£2523 over 2 years (£1349 2015/15)	Comm	Supporting People – service reductions, closures, efficiencies, review of mental health services	These proposals will need a full report following consultation, including an equalities impact assessment. Contracts may only be terminated on notice as provided in their terms.
E1	£600k	R & R - RH	Proposal is a staffing reorganisation	General legal implications apply.
E2	£1.165m (over 3 years) £190k in 2015/16	R & R - RH	A range of asset optimisation measures and enhanced asset management arrangements	Reduction in FM or other contracts may only be done by negotiation unless the contract provides otherwise.
E3	£200k	R & R - RH	Income generation 2017/18	Legal advice on particular proposals will be provided at the appropriate time, depending upon the schemes brought forward.
E4	£595k (over 3 years (£50k in 2015/16)	R & R - RH	Increased income based on market rates and better use of properties	The Council's estate must comply with statutory provisions such as the Health and Safety Act, and arrangements with tenants formalised through appropriate leases. The circumstances in which commercial and garage properties may be transferred from the HRA to General Fund is dealt in respect of proposal M1 below.
E5	£134k (£109K in 2015/16)	R & R - RH	£109K relates to the reduction of the Council's carbon emissions and its carbon footprint giving a (tax)	The dimming of street lights is permitted within the street lighting PFI contract and is subject to consultation with residents and relevant

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
			reduction for this sum in 2015-2016. £25k relates to the dimming of street lighting due to be realised in 2016-2017.	stakeholders e.g. those responsible for crime and disorder including the police. The Council shall have to draft a policy covering its consultation procedure. A full report will be required in due course.
F1	£1.9 m (£ in 2015/16 - 900k	Cust	Establish a centralised corporate business support unit	General legal implications apply.
G1	£974k	R & R - ST	Range of income generation measures e.g. fees and charges, reviewing schools SLAs, improving debt collection and reviewing the Council's investment strategy	Proposals to charge for Blue Badges will need consultation and a report.
H1	£800k	Comm	Staff restructure to create community protection hub	General legal implications apply.
I1	£2,090m	Resources	Efficiencies in Council's professional services	These largely relate to staffing reductions and general legal implications apply.
J1	£751k	CYP	Increase the cost to be paid by schools from DSG under SLA – Ed Psychology and SLD	Section 14 of the Education Act 1996 requires local authorities to secure the provision of sufficient schools for providing primary and secondary education for its area. Such schools have to be sufficient in number, character and equipment to provide pupils the opportunity of an appropriate education. Appropriate

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
				<p>education means education which offers such variety of instruction and training, as may be desirable in view of pupil's different ages, abilities and aptitudes, and the different periods for which they may be expected to remain at school.</p> <p>In exercising their functions under section 14(a) local authorities must do so with a view to securing diversity in the provision of schools and increasing opportunities for parental choice.</p> <p>Local authorities are also required in particular to have regard to -</p> <ul style="list-style-type: none"> (i) the need for securing that primary and secondary education are provided in separate schools; (ii) the need for securing that special educational provision is made for pupils who have special educational needs; and (iii) the expediency of securing the provision of boarding accommodation (in boarding schools or otherwise) for pupils for whom education as boarders is considered by their parents and the authority to be desirable. <p>Under the relevant provision of the Education Act 1996 and the recently enacted Children &</p>

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
				<p>Families Act 2014 local authorities have a range of statutory responsibilities in relation to their arrangements for special educational needs. Local authorities are required to identify, assess, determine and make the special educational provision which any learning difficulty calls for and to prepare and maintain an Education Health and Care Plan (EHCP) where necessary.</p> <p>In conducting an assessment of the education, health and care needs of a pupil or young person a local authority must gather advice and information from a range of relevant individuals and professionals. A local authority is required to obtain psychological advice and information from an educational psychologist, who should normally be employed or commissioned by the local authority. All Education, Health and Care Plans are required to include “psychological advice”. The view of an educational psychologist is crucial in a local authorities fulfilment of its statutory responsibilities relating to SEN; there is however no statutory requirement or restriction which imposes that educational psychologists are employed by the local authority.</p> <p>The Childcare Act 2006 imposes a general duty on local authorities to improve the well being of children under 5 and to reduce inequalities.</p>

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
				Local authorities are required to make arrangements in an integrated manner with a view, broadly, to securing maximum benefit for users of early childhood services, and making their availability widely known. The arrangements made under S3(2) of the Childcare Act 2006 must include arrangements for sufficient provision of children's centres to meet local need.
K1	£604k (574 in 2015/16)	Comm	<p>Tender some drug and alcohol services</p> <p>Proposed savings in the Drug and Alcohol Prevention and Inclusion service within LB Lewisham</p> <ol style="list-style-type: none"> 1. Revitalising and improving the shared care arrangements (GP services) including a new approach to alcohol services - £250k 2. Refocusing our work with young people to more efficiently meet their needs – redesign to realise savings elsewhere 3. Contract efficiencies - £100k 	<p>EAA assessments will be required to be worked in to the proposals in more depth.</p> <p>In relation to the restructure of the team, the general employment legal implications will apply and the Council's Management of Change Guidelines.</p> <p>Report to Mayor and Cabinet will be required</p>

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
			<p>4. Targeting of tier 4 residential services - £150K</p> <p>5. Reduction of service user involvement funding - £40K</p> <p>6. Restructure of the team - £64K (split over 15/16 & 16/17)</p>	
K2	£200k	Comm	Deletion of one post in the Youth Offending Team; cessation of certain programmes externally funded, overhead reduction	An EAA assessment will be required. Any variation to existing contracts can only be by agreement between the parties although there is a right of voluntary termination if the parties cannot agree to necessary changes.
K3	£200k	Comms	Cease case management of integrated offender management service	<p>There is no statutory requirement to have an integrated offender management service. It is part of the Home Office and MOJ strategy to prevent crime and reduce offending. Proposals in relation to this service are being put forward at a national level to provide support through other agencies to be set up as part of the Transforming Justice agenda.</p> <p>The Crime and Disorder Act 1998 still applies to the Council when it exercises its various functions. It places a duty upon local authorities to seek to prevent crime and disorder in its area in carrying out its duties.</p>

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
				Specifically, Section 17 of the Act imposes a duty upon each authority to “ ...exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.”
L1	£1.5 m	Comms	To reduce the VCS grants programme, new grants to commence on 1 July 2015, to achieve £1.5 million savings over 2015/16 and 2016/ 17. New criteria to obtain grants are proposed.	The giving of grants to voluntary organisations is discretionary. The Council must act reasonably in relation to funding decisions taking into account only relevant considerations and disregarding irrelevancies. The Council is bound to consult on its proposals and regard has to be had to the outcome of the consultation upon the new proposed criteria for eligibility for grant funding. EAA assessments will be required to be worked in to the proposals in more depth. A full report will be necessary.
L2	£280k	Comms	To restructure the staff in the Library Service to achieve £280,000 savings - 2015/2016.	The general employment legal implications will apply and the Council's Management of Change Guidelines. It is not intended that the proposals should have an impact on the Council's ability to fulfil its statutory duty in relation to libraries
M1	£1.0m	Cust	Transfer of commercial premises and	The Council has power under the Local

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
			garages from HRA to GF	Government Act 1972 to appropriate land which is no longer used for the purpose for which it was acquired to use for any other purpose for which it has power to acquire land. In the case of land held for housing purposes that power is subject to Section 19 Housing Act 1985 which requires the consent of the Secretary of State to appropriation of dwellings from the HRA. As the proposal does not relate to dwellings, Section 19 consent would not be required. Any decision to appropriate will be subject to the Council being satisfied that the land in question is no longer required for housing purposes. If a property is transferred between the HRA and any other revenue account within the General Fund, this will involve adjustments to the HRA and subsidy credit ceilings in accordance with relevant determinations under Part VI of the Local Government and Housing Act 1989. The full financial implications of any transfer would need to be considered as part of any decision to appropriate. A full report will be required.
N1	£340k	Cust	To increase voluntary participation in parks and reduce management and management support posts (3 posts).	General legal implications apply to any staffing changes. There would need to be an assessment of the implications of any such proposal on the parks contract to ensure that it is consistent with its terms, or else seek agreement with the contractor. The Council would need to define the status of the volunteers when engaged on park activity.

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
				Legal implications on the parochial churches issue will be available at the meeting.
N2	£400k	Cust		<p>Under Section 89(1) of the Environmental Protection Act 1990, the Council is under a statutory duty to ensure that open land under its direct control and to which the public have access is, so far as practicable, kept clear of litter and refuse. Under Section 89(2), the Council is also under a statutory duty, so far as is practicable, to ensure that public highways within its area are kept clean. In deciding what standard is required, the Council must have regard to the character and use of the land or highway, as well as the measures which are practicable in the circumstances. Under Section 89(10), the Council is also required to have regard to the code of practice published by the Secretary of State from time to time. In particular, the code requires the Council to allocate its land into different types or "zones" which must be publicised. The code then sets out cleanliness standards for the different types of land and maximum response times for cleaning an area which has been littered. The duty applies seven days a week. Members of the public may complain to the Magistrates Court where they consider that there is a breach of Section 89. The code of practice is admissible in evidence and the court may take into account any relevant provision in the code</p>

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
				<p>of practice. If the complaint is successful, a litter abatement order will be made, failure to comply with which is an offence. The court may also award costs if it is satisfied that there were reasonable grounds for bring the complaint, even if by the time the complaint is heard, the litter has been cleared away or the lack of cleanliness rectified. In considering any savings proposals in relation to these matters, the Mayor must therefore be satisfied that the Council will still be able to comply with its duties under Section 89 and the requirements contained in the code of practice.</p>
O1	£200k	Cust - RW	<p>The proposal is to withdraw the discretionary FP with effect from 1.1.2015. the impact will be negated by the existing JC + travel discount card and the 60+ London Oyster card. This will however still leave approximately 32% of existing discretionary FP holders unable to have a FP if this proposal is given effect</p>	<p>Currently, discretionary Freedom Passes are issued by local authorities to persons who do not meet either the statutory “retirement” age requirement (60+) or the eligibility criteria set out within s. 151(4) of the Transport Act 2000 for disabled persons (any one of seven criteria of disability).</p> <p>The local discretionary criteria have been applying to those persons who have evidence of either a mobility disability or an enduring mental health condition. Consultation will be required and given the likely impact upon persons of protected characteristics, a full EAA will be required all of which must be the subject of a full report before a decision is made.</p>

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
O2	£50k	Cust - RW	To reduce the Parking Contract Client Team by one post.	The general employment legal implications will apply and the Council's Management of Change Guidelines
O3	£600k	Cust - RW	Parking Control Notices (PCN's) are issued and Business Rates debt currently collected by outside agencies. Proposal is to extend the current internal bailiff service also to cover those types of debts.	<p>There is no requirement to use only Court employed or other external certified enforcement agents (bailiffs). However they must be certificated by a local County Court.</p> <p>In the event that Council enforcement agents act in a manner which is challenged or complained about, if the enforcement agents were employed by the Council, those complaints could be investigated by the Local Authority Ombudsman. Currently, Court enforcement officers or other external enforcement agents, have such complaints resolved through the Court.</p> <p>Since April 2014, there are new procedures for enforcement agents to follow and revised fees have been introduced. The level of fees payable is set nationally and reviewed annually.</p>
P1	£229k	R & R	Restructure Planning Service and remove funding for lawyer to deal with Section 106 agreements	The general employment legal implications will apply and the Council's Management of Change Guidelines.

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
Q1	CYP	£5.515 m	Reduce child care costs by a number of measures including integration of Early Intervention and Referral and Assessment Teams, fewer assessments, alternative delivery models “resetting of CSC placements budget”	<p>There is a general duty upon local authorities to provide support, in kind, cash or services, to enable children in need to remain with their families and be cared for by them (s17 CA1989). Accommodation can be provided to children in need (S20) and has implications for resources in fulfilling the Council’s statutory duties to Looked After Children. The Childcare Act 2006 (as amended) places a duty on local authorities to improve the well-being of young children under 5 in their area, to reduce inequalities and ensure an integrated approach to services. Specifically, Local Authorities have a duty to provide sufficient designated Childrens’ Centres to meet local need.</p> <p>The Council is also the lead safeguarding agency for child protection, in assessing risk and managing it and alleviating it either through the Child Protection procedures or by way of application to the Court. Successful early intervention services divert families from entering safeguarding levels of concern.</p> <p>The Council has a duty to ensure that there are adequate numbers of Social Workers to provide the necessary services.</p> <p>Consultation is required for closure of Childrens’ Centres, although the provision of integrated early years services does not have</p>

APPENDIX 1C: Summary of Specific Legal Implications

Reference	Savings	Directorate	Summary	Specific legals
				to be premises – based. Employment issues arising will be dealt with by the Councils HR Procedures. A full report has already been prepared.
Q1 (sic)	CYP	£3.208 m		Please see above
Q2	CYP	£1,406m or £3.16m	Either reduce Youth Service provision to a statutory minimum (option 2) or create a mutual and award a contract to it for at least 3 years.	

**LEWISHAM FUTURE PROGRAMME – SAVINGS REPORT APPENDICES –
SEPTEMBER 2014**

Appendix 1 is a separate document

Appendices 2 to 7

APPENDIX 2 – Context for Adult Social Care (A) & Supporting People (B)

APPENDIX 3 – Blue badge administration charge (G1) proposal report

APPENDIX 4 – Discretionary Freedom Pass change (O1) proposal report

APPENDIX 5 – Early Intervention and Safeguarding (Q1) proposal report

APPENDIX 6 – Youth Services (Q2) proposal report

APPENDIX 7 – Making fair financial decisions

Two maps – Children Centres and Youth Services – are in separate documents

APPENDIX 2 – Context for Adult Social Care (A) & Supporting People (B)

REPORT REGARDING SAVINGS	
Report Title	Context for Community Services savings relating to the transformation of Adult Social Care
Author	Aileen Buckton, Executive Director for Community Services
Date	19 September 14

1. Introduction

In continuing the transformation of adult social care services and managing the demand for services, the main focus for the Adult Social Care and the Commissioning Unit continues to be the provision of safe and high quality care to those with eligible needs whilst achieving a reduction in spend.

Supporting this work is the activity within the Adult Integrated Care Programme which seeks, through joint working and the amalgamation of roles and services, to improve service provision, reduce the need for high cost services, release efficiencies and improve user experience and outcomes.

For 15/16, the identified savings will be achieved primarily through ensuring that decisions made in relation to packages of care are undertaken within a clear framework. For 16/17 and beyond, savings will come from the planned activity within the Adult Integrated Care Programme which will deliver effective advice and support for self care, develop and improve access to community based care, and link individuals to community networks of support.

2. Summary of Savings Proposals in Relation to Adult Social Care

Value of proposals per year (£000s)			
Area	2015/16	2016/17	Total 2015-2018
Assessments	2,680	0	2,680
Community support services	250	0	250
Mental health	250	0	250
Public Health	3,277	0	3,277
Learning disability	1,500	0	1,500
Day services	1,300	0	1,300
Sensory services	150	0	150
Charging for Adult Non-Residential Care Services	275		275
Recoupment of health related elements of care	600	0	600

Value of proposals per year (£000s)			
Area	2015/16	2016/17	Total 2015-2018
packages / placements			
Sub total	10,282	0	10,282
Supporting People	1,349	1,174	2,523
TOTAL	11,631	1,174	12,805

3. Overview of the Approach

Lewisham is committed to having a structured and fair system of social care, which makes the best use of limited resources to offer residents access to high quality services to meet their care or support needs in a personalised way. The Care Act has introduced new obligations and will increase both the level and complexity of demand in relation to social care services.

The key principles underpinning the approach to the savings proposals are:

- To ensure value for money for all services, while maintaining service quality and a focus on achieving outcomes defined by the service user and where possible providing resources to service users to enable them to purchase their own services (Direct Payments)
- To ensure fairness and equity across the range of needs or conditions
- To work in partnership with the NHS to ensure co-ordinated health and social care services which are person centred
- To develop a range of services aimed at reducing or preventing the need for longer-term care and support.

To achieve efficiencies and to ensure that support and care is provided in a consistent and equitable way for all client groups, we must:

- Encourage people to take more responsibility for their own care and to use their existing resources (financial, social or otherwise) to achieve their stated outcomes. Promoting access to universal services and linking people to support available within their own families and communities will help them help themselves.
- Develop the use of prevention and short term, early intervention services which enable people to maintain and regain independence reducing people's need for and reliance on long term care and support
- Establish different delivery models through outcome based commissioning and market development - enabling people to have more control and choice through personal budgets and direct payments
- Implement an assessment model that takes account of personal assets and the contributions an individual can make to ensure their needs are met in ways which they prefer and choose for themselves
- Ensure all assessment and support planning staff and providers work with service users in ways that reduces dependency and promotes independence, ensures safety and supports recovery
- Ensure the right level of support is offered in the most cost effective way according to a person's assessed eligible needs.

4. Approach to Key Areas of Activity

4.1 Assessment

An assessment is the process of considering a person's circumstances and with them making a decision about whether they need care and support to help them live their day-to-day lives. The Care Act creates a single, clear duty on local authorities to carry out assessments in order to determine whether an adult has needs for care and support.

After conducting the needs assessment, the local authority is required to determine whether the person has eligible needs, using a new national eligibility framework. Local authorities are also required to consider which needs could be met by information and advice or preventative support. People who do not meet the eligibility threshold for services after an assessment will be informed of what support is available to prevent or reduce their ongoing needs.

The Care Act includes a number of new provisions for carers and lowers the threshold for assessment. Local authorities will be required to assess carers on the basis of the appearance of a need for support. Carers will be supported to recognise their own needs and access appropriate support to help ensure a longer and more manageable caring role for their family or support network. Carers will have the right to an assessment of their needs, separate to those of the cared for person, and regardless of eligibility for formal social care input.

The following guiding principles will be applied to the assessment process:

- Reablement and short term focused support will be provided if it is considered it will improve independence and reduce the need for on-going care and support.
- Concerns about social isolation that are identified within the assessment process will be met by identifying opportunities to alleviate these within the community, unless risks are identified that require a more supportive setting.
- If the individual is in receipt of a mobility related welfare benefit, for example DLA Mobility, they will be expected to apply these to access community based services, attendance at day services, or for travel to and from residential respite. If the service user has not applied for such benefits they will be supported to make the application.

Guidance is being strengthened to ensure consistency of practice and to help those carrying out assessments to determine how an individual's eligible needs can best be met. In addition, we will provide further clarity to service users and carers on what they can expect from Adult Social Care.

4.2 Care Management

A review and analysis of expenditure in Adult Social Care identified that 87% of the net budget is spent on the provision of care to individuals, either in their own homes or in a residential or nursing setting.

Consideration will be given to the cost effectiveness of placements and packages of care. Where the cost of a package of care in the community is greater than the cost of a residential or nursing homes placement, the service user will normally be expected to have their care needs met by admission to residential/nursing care. If an individual prefers to remain at home, social care staff will discuss how their needs may be otherwise met (e.g. by community meals, alternative sources of support).

Adult Social Care Support Planners will work in partnership with the service user to develop a support plan based on the most cost effective way to meet care and support needs. This may include considering their family and support networks, their welfare benefits and the community resources available to determine how needs are best met.

As a result, people who currently receive a specific service may in future have their eligible needs met in a different and more cost effective way. Consultation will be undertaken where it is proposed to change a service that affects a group of service users.

To ensure resources are spent in an equitable way that gives value for money to the public, we will normally:

- not pay more for a community package of care than we would pay for a residential or nursing package of care
- undertake a continuing healthcare check if we think someone might be eligible for free NHS care
- include all ongoing care services in someone's financial assessment
- not admit someone to residential care from a hospital bed
- not allow a care service put in place to resolve a crisis to continue as a normal service without careful review
- consider a range of housing options in seeking the most appropriate and affordable for each individual

Wherever possible, we will put short-term services in place that will aid recovery or recuperation and a return to independence, before considering long-term care or support. We will encourage creativity and innovation to meet identified outcomes, and encourage everyone involved to look for solutions that offer the best quality and value for money.

A prevention and early intervention programme will be undertaken jointly with partners in health services as part of the Better Care Fund programme. This will review all community support services that provide early intervention, prevention and targeted support to help people live independently. The proposal is to integrate these services to streamline care pathways and provide them in a more cost effective way.

4.3 Commissioning

Our approach to commissioning social care services will be focussed on achieving outcomes and delivering value for money. Commissioned services will ensure that needs are met flexibly and in a way which maximises independence.

The approach to commissioning will also respond to the development of personal budgets and use of direct payments by shaping the provider market to ensure that providers offer their service users choice and flexibility. Providers will be encouraged to offer creative, innovative services, focussed on meeting needs with the least amount of formal care and support, while delivering identified outcomes.

There are 2 savings proposals relating to the Public Health budget. The first outlines savings that will largely be met by a deploying resources differently and by using unallocated spend. A further £2m has been identified which would be require some variation in contracts with health providers. A notice of intention to vary would need to be submitted by 30/9/14 but this will still allow for the Council and stakeholders to give full consideration to the detailed proposals and their impact.

4.4 Formal Consultation

Consultation with users and carers will follow good practice guidance on changes in charging policies and increases or changes in charges. The guidance states that where changes in charging policies would result in significant increases in charge for some users, this should be specifically explained and considered as part of the consultation.

Where these proposal impact on a particular group of users or carers it will be essential to undertake formal consultation with service users. Detailed consultation documents will be drawn up as appropriate and will be considered by the Healthier Select Committee prior to any consultation being agreed.



Customer Services Directorate

Consultation on charging for disabled persons Blue Badge

September 2014

Part 1 – About this Consultation

Topic of this consultation

1. This consultation is about the proposal to charge a £10 fee for a disabled persons Blue Badge which allows parking in reserved areas and at no charge. The £10 fee would be payable by successful new applicants and on review every 3 years.
2. Currently no fee is charged but the Council is charged £4.60 for each badge it issues.
3. The proposal would generate an income of £24,000 pa.

Audience

4. Anyone may respond to this consultation and all responses will be fully considered.
5. We are particularly keen to hear from current Blue Badge holders and anyone or any agencies that support them to understand the impact the proposal may have.

Duration

6. The consultation will be open for 3 weeks from 4 November 2014. The deadline for responses is 25 November 2014.

How to Respond

7. A letter will go to support agencies and 100 Blue Badge holders. There are several ways to respond to this consultation:
 - On the Council web site
 - By post to London Borough of Lewisham, PO Box 58996, London SE6 9JD

After the Consultation

8. Once the consultation has closed all responses will be considered and a summary of responses collated and included in a report to Mayor and Cabinet.

Part 2 – Background

9. In 2011 the Disabled Person's Blue Badge scheme was reformed. Prior to the reforms the Council was allowed to charge an administration fee of £2 per badge issued. However, the Council chose not to due to the cost of collection.
10. The reforms introduced a more complex badge that is produced centrally on behalf of all local authorities and costs the Council £4.60. The

Council is allowed charge an administration fee of up to £10 for each Blue Badge. To date the Council has not charged for a Blue Badge.

11. Blue Badges are not a means tested entitlement i.e. you do not have to be on a low income to qualify.
12. Blue Badges are reviewed and where appropriate issued every 3 years.
13. There are currently 7,200 Blue Badges in use.

Lewisham Council Financial Position

14. Since 2010 the Council has cut more than £100 million from its budget. The Council needs to find savings of £85m in the next 3 years. For this reason the council has been undertaking a fundamental review of all its budgets.

Part 3 – The proposal

15. To charge a £10 fee for a disabled persons Blue Badge which allows parking in reserved areas and at no charge. The £10 fee would be payable by successful new applicants and on review every 3 years. There would be no charge for an unsuccessful application.

Timetable

16. The proposed timetable for the proposal which is subject to agreement by Mayor and Cabinet and the consultation process is:

23 October 2014 – report to Mayor and Cabinet
4 November 2014 – consultation process
December 2014 – Mayor and Cabinet
January 2014 - implementation

Part 4 – Consultation Questions

17. We are happy to receive responses to this consultation in any format and we are particularly keen to hear your views on the following:
 - a. The Council is allowed to charge up to £10 for a disabled persons Blue Badge. The charge would be payable following a successful application and on renewal every 3 years. What will the impact be if the Council charges £10 for a disabled persons Blue Badge?



Customer Services Directorate

Consultation on proposed removal of discretionary Freedom Pass scheme

September 2014

Part 1 – About this Consultation

Topic of this consultation

18. This consultation is about the proposal to stop issuing new discretionary Freedom Passes and withdraw the 1,175 passes currently in use. Discretionary Freedom Passes, which allow free travel on public transport in London, are issued on application in the following circumstances:

Criteria for mobility condition:

- Unable to walk over 300 metres unaided
- Applicant has a degenerative medical condition effecting mobility

Criteria for Mental Health conditions:

- The mental health criteria identified is that the applicant has an enduring mental health condition and has accessed secondary care mental health services in the last 12 months.

19. The proposal would generate a saving of approximately £200,000 pa.
20. It is estimated that 68% of those affected would qualify for subsidised travel under another travel scheme that is not funded by the Council.

Audience

21. Anyone may respond to this consultation and all responses will be fully considered.
22. We are particularly keen to hear from current discretionary Freedom Pass holders and agencies that deliver services to them to understand the impact the proposal may have.

Duration

23. The consultation will be open for 3 weeks from 4 November 2014. The deadline for responses is 25 November 2014.

How to Respond

24. A letter will be sent to support agencies and 100 discretionary Freedom Pass recipients. There are several ways to respond to this consultation:
- On the Council web site
 - By post to London Borough of Lewisham, PO Box 58996, London SE6 9JD

After the Consultation

25. Once the consultation has closed all responses will be considered and a summary of responses collated and included in a report to Mayor and Cabinet.

Part 2 – Background

26. The Transport Act 2000 sets out the criteria which are used to determine eligibility to the National Freedom Pass scheme. The criteria are:
- Blind or partially sighted,
 - Profoundly or severely deaf,
 - Without speech,
 - Disabled or has suffered an injury, which has a substantial and long – term adverse affect on his/her ability to walk,
 - Without arms or has long – term loss of the use of both arms,
 - Has a learning disability, that is, a state of arrested or incomplete development of mind which includes significant impairment of intelligence and social functioning,
 - If applied for the grant of a licence to drive a motor vehicle under Part III of the Road Traffic Act 1988, have his/her application refused pursuant to section 92 of the Act (physical fitness) otherwise than on the ground of persistent misuse of drugs or alcohol.
27. There are 37,000 Freedom Pass holders in the borough and the proposal does not impact on any of them.
28. The Transport Act 2000 allows the Council to have a locally determined discretionary Freedom Pass scheme for persons with a disability that do not meet the above criteria. In 2008 the Council implemented a discretionary Freedom Passes scheme, which allows free travel on public transport in London. Discretionary Freedom Passes are issued on application in the following circumstances:
- Criteria for mobility condition:**
- Unable to walk over 300 metres unaided
 - Applicant has a degenerative medical condition effecting mobility
- Criteria for Mental Health conditions:**
- The mental health criteria identified is that the applicant has an enduring mental health condition and has accessed secondary care mental health services in the last 12 months.
29. There are currently 1,175 discretionary Freedom Passes issued.

Lewisham Council Financial Position

30. Since 2010 the Council has cut more than £100 million from its budget. The Council needs to find savings of £85m in the next 3 years. For this reason the council has been undertaking a fundamental review of all its budgets.

Part 3 – The proposal

31. The proposal is to stop issuing new discretionary Freedom Passes and to withdraw those currently in use to deliver a saving of approximately £200,000 pa.
32. A recent sampling exercise of those currently in receipt of a discretionary Freedom Pass suggested that 68% would qualify for an alternative concession, this being 63% who would qualify for the JC+ travel discount card and 5% for the 60+ London Oyster card.
- JC+ travel discount card – This is available to residents who have been unemployed for 3 months and over, received a qualifying benefit or must be working with an advisor for a return to work, they will be able to apply for a concession that gives them half-price travel;
 - 60+ London Oyster card – This is available to residents who live in a London borough, are over the age of 60 but who do not qualify for a FP and they will qualify for free travel.

Timetable

33. The proposed timetable for the proposal which is subject to agreement by Mayor and Cabinet and the consultation process is:

23 October 2014 – report to Mayor and Cabinet
4 November 2014 – consultation process
December 2014 – Mayor and Cabinet
January 2014 - implementation

Part 4 – Consultation Questions

34. We are happy to receive responses to this consultation in any format and we are particularly keen to hear your views on the following:
- b. What will the impact be if the Council stops offering a discretionary Freedom Pass?

APPENDIX 5 – Early Intervention and Safeguarding (Q1) proposal

CHILDREN AND YOUNG PEOPLE SELECT COMMITTEE		
Report Title	Early Intervention and Safeguarding Savings Proposals	
Key Decision	Yes	Item No.
Ward	All	
Contributors	Director of Children’s Social Care, Executive Director Children & Young People Executive Director Resources & Regeneration Head of Law	
Class	Part 1	Date: 2 ND October 2014

1. Purpose

- 1.1 As part of the 2014-16 budget strategy, savings are being proposed relating to Early Intervention and Safeguarding services

2. Executive Summary

- 2.1 This report sets out the savings proposal to make savings of £3.834m during 2015/18 through reorganisation within Children’s Social Care and the Early Intervention Service, which now sits within Children’s Social Care division of the Children and Young People’s Division. Of the sum of £3.834m, £2.611m is proposed for delivery in 2015/16. Consultation would be required for the proposals.

3. Recommendations

The Mayor is recommended to agree the proposals to:

- 3.1 save £510k by reforming triage at the Children’s Social Care “front door” to reduce the number of assessments undertaken.
- 3.2 reshape early intervention services run through the Children’s Centres in order to reduce costs by £1.936k
- 3.3 support the costs of the re-organised service with £1,388k of Troubled Families grant;
- 3.4 agree to carry out consultation with parents, professionals and other agencies including those in the voluntary sector on the re-designation of Children’s Centres and delivery of services to be more flexible and focused.

4. Policy Context

- 4.1 The Council's Sustainable Strategy "Shaping our Future" sets out a vision for Lewisham and the priority outcomes that we can work towards in order to make this vision a reality. In considering how to achieve the budget savings we have worked to the nine principles agreed in the 14th July 2010 report to Mayor and Cabinet. The Children and Young People's Plan 2012-2015 sets out our priorities for development. The work undertaken by officers and the proposals set out in this report are in line with the aims and objectives of these policy frameworks.

5. Background

- 5.1 Lewisham Council has already reduced its revenue budget by £82m since 2010. However the continued pressure on public spending means that the Council needs to make further savings of around £85m between 2015 and 2018.
- 5.2 In 2012, the Council commissioned its Children's Centre services with a budget of £3.2m.
- 5.3 A Targeted Family Support service was also commissioned in 2012 at a cost of £1.1m.
- 5.4 The Children's Centre and Targeted Family Support contracts come to an end in March 2015, although with the option for extension, which gives scope for exploring future options. At the present time we operate 17 Children's Centres across the borough. They are all commissioned services. Currently we have 8 Children's Centres being run by The Children Society, 2 by the Pre-School Learning Alliance (PSLA) and 7 are school-run Children's Centres. A map showing the Children's Centres and their geographical location is attached at Appendix A. We require, through our contracts with the Children's Centres, to achieve three key outcomes. Children's Centres are monitored against the outcomes. The three outcomes that we expect from the Children's Centres are:
- to improve parenting and attachment
 - to improve school readiness
 - to prevent escalation, including to more specialist services, such as Children's Social Care or child mental health services (CAMHS)
- 5.5 These outcomes have helped to focus providers on impact and they are linked to a payment by results framework for which 30% of funding depends (a) on the number of targeted families reached and (b) the outcomes achieved with these families. We currently have no plans to change the outcomes measures that we will expect from our providers when re-tendering. All but one Children's Centre provider met or came close to their reach targets last year. Four out of seven performed well in relation to their outcomes targets.

5.6 The Council also commissions Targeted Family Support (TFS) that works alongside our Children's Centres and other providers to provide intense support to children and their families. Whilst Children's Centres concentrate more on the under 5s (although not exclusively), TFS works with all children up to the age of 18. Their work is much more focused on working with children and their families in their homes, providing intensive support to achieve the outcomes outlined above. The service is contracted to work with 400 new targeted families per annum. Last year, (2013-14), they reached 87.5% of this target (350 families). This year, so far, they are ahead of their target of 100, with 112 families.

6. Proposals

6.1 There are a number of strands to the proposal that we are putting forward to meet the budget savings. In order to reduce the number of assessments that are carried out by Children's Social Care, the aim is to introduce a multi-agency triage system at the referral point to ensure that contacts to the department can be directed to the appropriate service and cut down on the need for social workers to carry out assessments that lead to referrals on to the other services or no further action.

6.2 Other proposals centre around how we can re-procure the Children's Centres contracts more flexibly to reduce costs as well as reducing the number of families that we will fund Children's Centres to reach and fund the Children's Centres at a unit cost based on the unit costs of the best performing Children's Centres. The new criteria for the Troubled Families grant will mean that we can use this money to pay for some of the Children's Centres provision as the outcomes are the same.

6.3 Introducing Integrated Triage into Children's Social Care

6.3.1 This will require reform of the Front Door in Children's Social Care. Details are still being developed, including the necessary cultural change that will be required across the children's partnership. At the current time we have a number of routes that professionals can use to refer a child that they have concerns about. They can refer directly to the Early Intervention Service who will help with accessing appropriate support or they can refer to services directly (Children's Centres, TFS etc). However, the largest numbers of contacts are received by Children's Social Care.

6.3.2 In the year 2013/14, Children's Social Care received over 21,037 contacts of which just fewer than 10% reached the threshold for Children's Social Care. It is estimated that each of these contacts cost about £20.00 in staff time to process and record that no action is taken. A contact is recorded whenever a child or young person is brought to the attention of Children's Social Care even if the threshold is not met for a social work assessment. There is a requirement that the contact is still logged and the reason why it does not meet threshold is recorded. An assessment involves a social worker visiting the family and seeing

the children and talking to the professional network around the child to obtain a holistic view of the child and family and decide on any action or support that is required. Of the assessments carried out by Children's Social Care social workers, 75% led to the case being closed by Children's Social Care. In many cases, the interventions during the assessment process brought about the necessary changes, or if concerns remained this may have been passed on to another agency, including early intervention services, to support the family.

- 6.3.3 The savings in this area will accrue from an expected reduction in the number of assessments that are undertaken for which there is no further action. This will allow the deletion of a social work team and the early intervention team supporting the partnership in the use of the common assessment form. In the future, cases will be more effectively "triaged" and passed directly to the right services, thereby reducing the number of assessments by about 15%. It is estimated that each social work assessment costs around £600 to complete. It is proposed to implement the changes so that they are effective by October 2015. The expected saving of £510k is spread over 2015/16 and 2016/17 with £255k expected in each year.
- 6.3.4 The above plan is not without risk. Professionals and members of the community, such as concerned relatives and neighbours are regularly re-assured that an assessment has been carried out by a qualified social worker with the particular expertise that they can bring to a family. The new model that we are proposing will mean that 15% of these cases will not get these assessments. The building of capacity in the partnership and access to consultation with social workers is therefore an important part of this process. Please see 6.3.8 below for more details about building capacity.
- 6.3.5 The process of setting up a multi-agency triage system at the front door has already started on a smaller scale with the introduction of the Multi Agency Safeguarding Hub (MASH) in December 2012.
- 6.3.6 The MASH has engaged all the key agencies involved in safeguarding work to be jointly located in order to share information quickly so that an appropriate response can be made to safeguarding referrals. At the present time, the Police, Children's Social Care, Health and Early Intervention services are co-located in Laurence House. There is also instant access to Probation and the Youth Offending Service who are also part of the MASH but are not co-located. In future we will be aiming to ensure that when a contact with a family is received that we pass this referral to the appropriate agency to contact the family, and provide support to families as necessary. The aim will be to ensure we prioritise the social care staff time to support the most vulnerable families in Lewisham.
- 6.3.7 A number of other local authorities have tried this approach. The London Borough of Hackney took a similar approach a number of years ago. Staff from Lewisham have visited Hackney to learn lessons and to inform our approach. We have also visited Newham who are

adopting a similar approach to ourselves and have discussed with Southwark who are also redesigning their front door services along similar lines. Newham and Southwark are in their infancy in their plans so it is too early to see any impact. Hackney have noted a decrease in the referrals going to the Children's Social Care teams.

6.3.8 At the same time as introducing the triage system at the front door, we will be aiming to link the four remaining teams in Referral and Assessment to the current Children Centre areas. The aim will be for Children's Social Care social workers to be more closely attached to the areas to develop the capacity of partners, especially our Children Centres to work with challenging families to prevent escalation to Children's Social Care. The aim is that social workers will offer support to early intervention workers working with families. This could be by offering consultation, joint visits to model how to work with families or training on specific issues. The expectation is that by being linked that they will be able to develop better relationships with all agencies in their areas, for example, schools and health providers.

6.4 Changing Children Centre contracts as they are re-procured – removing the requirement for reception and administration

6.4.1 The Children's Centre contracts are due for renewal as at 31st March 2015. The LA currently retains responsibility for the administration and management of all 17 premises partly to ensure the hours of opening are consistent with a universal service as part of Ofsted expectations/ definitions. This costs £500k. By implementing a new model of delivery of Children's Centres (please see section 6.7) cost will be saved through the more flexible use of the buildings. The expectation in tendering would be that the successful contractor(s) would not be required to have specific reception or administration offices and they could provide this in a more flexible way as they consider necessary. As the date of implementation is to be October 2015, a saving of £250k would arise in 2015/16 and £250K in 2016/17.

6.5 Changing Children Centre contracts as they are re-procured – reduce the unit cost of working with each family

6.5.1 The providers under the current contracts have showed varied success in terms of meeting targets and demonstrating value for money. The overall average unit cost we currently pay is £579 per family. The average unit cost of the top 4 performing Children's Centres is £462, and it is proposed to reduce the unit cost across all sites to this amount, thus achieving a £644k saving. As the date of implementation is to be October 2015 a saving of £322k would arise in 2015/16 and £322k in 2016/17.

6.6 Changing Children Centre contracts as they are re-procured – reduce the number of families to be worked with by a third party

6.6.1 Given the savings required, it will not be possible to sustain work with the number of families currently receiving a service. The proposal is

therefore to reduce the expected volumes of targeted families receiving a service. Using the above reduced unit cost of £462, a saving of £792k would mean that 3800 families could be reached. This is 1700 fewer targeted families than the 5500 who are currently targeted to receive a service. Although this is a reduction in number, it can be mitigated by maintaining and developing alignment of health visiting delivery to children's centre provision. As the date of implementation is to be October 2015 a saving of £396k would arise in 2015/16 and a further £396k in 2016/17.

6.7 In order to deliver a viable service under the reshaped contracts, re-configure Children's Centres to be more flexible and focused.

6.7.1 For the above proposals to be taken forward, it would be necessary to change the existing model of delivery, in order that the Children Centres remain viable. Under the current Children Centre regime, all centres are required by Ofsted to:

- be open, and staffed, 9am-5pm, 5 days a week
- open 48 weeks a year
- be subject to inspection
- comply with an extensive set of data and monitoring requirements
- provide a range of services as specified by statute

6.7.2 The proposal is to re-designate our Children's Centres so that some or all are freed from these requirements so that they can operate more flexibly and at lower cost. Collectively across the Estate, all services currently being offered would still be available but they could be configured differently.

6.7.3 Proposals are still being designed and the savings would need to be subject to consultation with parents, professionals and others, including the voluntary sector. The new model will require closer working with health visitors, in particular and this more flexible approach will enable us not to close any Children's Centres.

6.8 Use of the Troubled Families Grant to fund more early intervention work

6.8.1 The Family Intervention Project (FIP) is used extensively with challenging families by CSC and in delivering work aligned with the Government's Troubled Families programme. The FIP is specifically designed to work with families where the children are on the edge of care. This is regularly teenagers who parents are finding it difficult to manage. Many will be involved in the Youth Justice system. The current cost of the service is £488k pa, £200k of which is already funded through Troubled Families. There is scope to fund the whole cost of the service – a further £288k - using Troubled Families grant.

6.8.2 Similarly, the Targeted Family Support Service works with vulnerable families as part of early intervention. The new criteria for phase 2 of the

Troubled Families programme is likely to align more with our approach and there is scope therefore to fund more of our early intervention work through the Troubled Families grant - an additional £1.1m.

- 6.8.3 The Contract for the renewal of the contract to provide Targeted Family Support (TFS) is also due for renewal in April 2015. There are no plans to reduce the spend on TFS, and in fact we may increase the size of the contract to include support for young people as outlined in the Youth Service Report.
- 6.8.4 Further work needs to be completed in order to establish the model for Children's Centre provision into the future and we are seeking the Mayor's approval to commence this work and consultation.
- 6.8.5 In carrying out the detailed work we will be looking to learn lessons from other authorities. However the picture of how other local authorities provide their Children Centre provision across the country is very mixed. A number of authorities still provide their Children Centres directly and the quality of these is mixed. However, given the budgets available to Lewisham this would not be feasible. Other authorities, like Lewisham, have commissioned their Children Centres. The picture of how successful this has been has again been mixed. Some authorities, for example, Barking and Dagenham, have opted to bring their services back "in house", due to their provider not providing suitable provision. Other commissioned services have a varying picture with ratings from Ofsted showing the full range of outcomes from outstanding to inadequate. This reflects the position in Lewisham with one of our main providers struggling to reach the goals set in the contract whilst others are doing an excellent job. In Lewisham the school based Children's Centres have consistently performed the best and this has been seen in other parts of the country as well.

7. Basis for the proposal

- 7.1 **Savings** – The savings generated by the proposals affecting Children's Centres will amount to a total of £1,936,000 over two years 2015-17.
- 7.2 **Value for Money** – As the current contracts for Children's Centre service providers are coming to an end, this enables the re-specification of the Children's Centre contracts to ensure greater value for money with a reduced cost per family, based on the unit costs of the highest performing Centres.
- 7.3 **Community involvement and empowerment** – Public consultation will need to be carried out as part of determining any proposed changes to Children's Centres. Local community groups and parents/carers could also be supported to deliver services from the Children's Centre sites to replace and/or complement more targeted services.
- 7.4 **Promoting area-wide benefits** – Children's Centres will continue to be focal points for the community. Increased links with Children's Social

Care will strengthen the Children's Centre offer, particularly to the most vulnerable families. Working in partnership with local communities and service delivery by voluntary sector organisations, whether as a commissioned provider or key delivery partner, will complement the Council objective of strengthening the third sector. It will also facilitate the provision of local services including additional resources for local schools and organisations supporting families within the area.

8. Key Issues

8.1 **Designation** – Lewisham's Sure Start Children's Centres were designated by the Department for Education (DfE) between 2004 and 2010. There is a legislative framework for designated Children's Centres and they are also subject to Children's Centre inspections by Ofsted (see Section 13 below).

8.2 **Fewer targeted families** – The current commissioned Children's Centres are contracted to work with 5,500 targeted families per year. The proposal is for this to be reduced to 3,800 per year. Although this is a reduction, greater partnership working between Children's Social Care, health services and Children's Centres could ensure a more robust service to families most in need with increased links with key partners such as the health visiting service, midwifery, GPs and schools ensuring that the universal offer is maintained with a targeted approach where needed.

8.3 **Reduced Unit cost** – a reduced unit cost per targeted family each Children's Centre works with will reduce the funding available to Centres but, with increased support from Children's Social Care and other agencies, including the voluntary sector and health, some of the services currently in operation could be delivered by different organisations and partners instead of Children's Centre staff or services they commission.

8.4 **Admin Staff** – Eight administrative staff are currently employed by the Local Authority to perform the administrative and reception function in the Children's Centres commissioned to the Area Providers, The Children's Society and Pre-School Learning Alliance. With these Centres being re-designated and utilised differently, they would no longer need to be open 9-5, Monday to Friday, 48 weeks of the year and would no longer need this function.

9 Next Steps

9.1 Subject to the agreement of the Mayor, officers will work to further explore the implications of the proposals and carry out consultation to inform development of the proposals.

10 Financial Implications

10.1 The total budget for the services affected by the proposals described in the report is £5,499k.

- 10.2 The proposal has three discrete elements that together provide a saving of £2.6m in 2015/16 and £1.2m in 2016/17 making a total of £3.8m over the period 2015/18. The savings can be summarised as follows:

	2015/16	2016/17	2017/18	Total
Integrated Triage	255	255		510
Changes to Children Centre contracts and re-designation of Children Centres	968	968		1,936
Use of Troubled Families Grant	1,388			1,388
Total Savings	2,611	1,223	-	3,834

- 10.3 The Integrated Triage proposals require work across the children's partnership to implement so the saving is spread over two years. Reducing the number of contacts and assessments undertaken will require fewer staff resulting in the deletion of a social work team. There are a number of posts that are currently covered by agency staff. As a result, no redundancy costs would be expected to accrue from this element of the proposal.
- 10.4 The 'Integrated Triage proposal will also see the deletion of the Team Around the Child Team of four posts. It is likely that the deletion of posts will result in redundancy costs.
- 10.5 The removal of administrative and reception responsibilities will involve the deletion on 8 posts. It's likely that redundancy costs will accrue.
- 10.6 The Children Centre services are currently delivered through contracted arrangements and so the reduced unit costs and targeted families will not result in reduced staff numbers for the Council. However, there may be a redundancy liability for the Council depending upon the final decision and its implementation on the contracts for children centre services due to the administration staff being employed by the Council currently.
- 10.7 Recent announcements indicate that there will be sufficient funding to support the switch of funding for the FIP and TPS contracts from General Fund to Troubled Family grant resources. The switch is an extension of current practice as the work is intended to be undertaken through use of the Troubled Families grant.
- 10.8 Capital Financial Implications
- 10.8.1 A number of the designated Children Centres benefited from capital investment funded by central government. There is a provision for capital clawback if a centre ceases to provide certain activities. The

basis of clawback would be the initial capital investment the period over which benefits have flowed and the expected life remaining of the investment. The proposal for the contracted services is that they would enable the range of services expected to continue to take place. On this basis capital clawback is unlikely to apply. No assessment of any clawback is possible until there are proposals from a successful contractor for reduced activity on a relevant site.

11. Key Risks

- 11.1 Key risks have been outlined above, especially in terms of capital claw back from the Department of Education.
- 11.2 An additional risk is in deleting a team of social workers. For this to work we need to build the capacity of the partnership to work with families. The risk is that if our early intervention providers are unable to meet the needs of these families, the issues with the children may escalate and have to be referred back to social workers. This could put pressure on our social work capacity. However, the proposals include measures to support early intervention providers and other services, including HVs, and we are optimistic that will enable us to make the saving secure.
- 11.3 Reducing capacity in the Children's Centres will increase demand/expectation in the health visiting services (the budget for which will transfer to LAs in 2015).
- 11.4 Fewer assessments by social workers could bring an increased risk of safeguarding failure – we will ensure training and support is available so that staff can identify the correct cases for referrals so the system is safe rather than risk averse.

12. Legal implications

- 12.1 Legislative framework – Section 17 of the Children Act 1989, the council is under a duty to safeguard and promote the welfare of children who are in need, and promote the upbringing of children by their families by providing a range of services appropriate to those children's needs.
- 12.2 The Childcare Act 2006 places a duty on local authorities to improve the well-being of young children (from birth to age five) in their area, reduce inequalities between them and ensure that "early childhood services" are provided in an integrated manner. The Apprenticeships, Skills, Children and Learning Act 2009 inserted new provisions into the Childcare Act 2006 so that the Act now defines Children's Centres in law, placing duties on local authorities in relation to establishing and running Children's Centres. In addition, Health services and Jobcentre Plus need to consider regularly whether the early childhood services they provide should be delivered through Children's Centres.

- 12.3 The Childcare Act 2006 as amended, states, requires “arrangements to be made by local authorities so that there are sufficient children’s centres, so far as reasonably practicable, to meet local need.” (Section 5A)
- 12.4 The DfE Sure Start Children’s Centres Statutory Guidance, April 2013 (the Guidance) states that local Authorities should “ensure that a network of children’s centres is accessible to all families with young children in their area;” and “ensure that children’s centres and their services are within reasonable reach of all families with young children”.
- 12.5 Lewisham currently has 17 designated Children’s Centres across the borough. Were some Centres to be re-designated, it would need to be demonstrated that “sufficient” Children’s Centres remained which were accessible and within reasonable reach of families with young children across the borough.
- 12.6 Governance of Children’s Centres – Section 5C of the Childcare Act 2006 places a duty on local authorities to ensure each Children’s Centre has an Advisory Board with the purpose of ensuring the effective operation of the Children’s Centre within its remit. The Act does not require that each Centre has its own board and allows the clustering of Centres to share an Advisory Board. The Local Authority must ensure that membership of these boards includes LA representatives as well as representatives from the Children’s Centre/s within its remit, parents and prospective parents and key partners such as health services and local community groups.
- 12.7 Currently, all 17 Children’s Centres have individual Advisory Board structures with school-based Centre representatives being invited to part of the Area Providers’ Advisory Boards. If there were fewer designated Centres, the Area model of Advisory Boards could be developed. Fewer Advisory Boards would ease the pressure on partner agencies such as midwifery, health visiting and GPs to ensure representation and, in addition should widen representation from agencies such as Jobcentre plus, currently under represented on Advisory Boards. Partners from the voluntary sector would also be better able to send representatives to each Advisory Board meeting with fewer in operation.
- 12.8 Range of services – Designated Children’s Centres are required to provide a range of services and activities either directly or through partners including outreach and family support, early education, a range of health services and employment and training support for parents and carers. These include universal as well as targeted services. Not all Children’s Centre services have to be delivered in a Children’s Centre but with reduced resources the re-designation of some Centres would give greater flexibility to the range of services that can be delivered within the community rather than from a single site.

- 12.9 Children’s Centre Ofsted Inspections – Under Part 3A of the Childcare Act 2006, as amended, Designated Children’s Centres are subject to inspections from Ofsted. Rigorous data sets are required for inspections as are a wide range of other evidence of need and impact. Whilst much of this is helpful in considering areas of need and of tracking outcomes and impact, the level of data required for inspections and the time spent by providers in ensuring readiness for Ofsted inspections at any time would be significantly reduced with a smaller number of designated Centres.
- 12.10 Consultation – The DfE Sure Start Children’s Centres Statutory Guidance April 2013 states that Local Authorities “must ensure there is a consultation before...making a significant change to the range and nature of services provided through a Children’s Centre and/or how they are delivered”. A public consultation would therefore need to be held if significant changes to the Children’s Centres are considered.
- 12.11 Capital claw-back - The re-designation of a Children’s Centre may prompt the DfE to consider whether to “claw back” funding previously awarded for capital development of the Centre. The risk of this might be reduced if it could be ensured that services for children and families continued to be delivered from the site. This could be achieved through supporting local community groups and parents/carers to deliver services as well as key partners from the statutory and voluntary sectors.
- 12.12 A Children’s Centre is defined in the Childcare Act 2006 (the Act) as a place or a group of places which is managed by or on behalf of or under arrangements with a local authority with a view to securing that early childhood services in the local authority’s area are made available in an integrated way. They can be made available either by providing the services on site, or by providing advice and assistance on gaining access to services elsewhere.
- 12.13 It follows that children’s centres are as much about making appropriate and integrated services available as about providing premises at particular geographical sites.
- 12.14 Notwithstanding this, as stated in paragraph 12.4 above, the Guidance states that there should be a network of children’s centres which are accessible to families and young people in the local authority’s area.
- 12.15 The local authority must ensure that there is a sufficiency of children’s centres, as far as reasonably practicable, to meet local need which is defined in the Act as the need of parents, prospective parents and young children in the local authority’s area.
- 12.16 Any changes to children’s centres is subject to consultation as set out in this Report and such consultation must take into account the views of local families and communities in deciding what is sufficient children’s centre provision. The consultation should also include the views of Health services and Job Centre Plus.

- 12.17 In relation to the proposal to delete the social work team and the early intervention team as part of the reform of Children's Social Care the Council's redundancy and redeployment procedure will apply and the Council's Management of Change Guidelines.
- 12.18 The proposals to re-configure the children's centres as part of their re-procurement as set out at paragraph 6.4 to 6.7 of this report will involve reorganisation of staff at the centres, and or redundancy and this may lead to a cost to the Council if the organisations cannot absorb this.
- 13. 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.
- 13.1 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.
- 13.2 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.
- 13.3 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/>

14. Equalities Implications

14.1 An Equalities Impact Analysis has been undertaken and is attached as Appendix B.

15. Crime and Disorder Implications

15.1 There are no crime and disorder implications arising directly from this report.

16. Environmental Implications

16.1 There are no specific environmental implications arising directly from this report.

Background documents

None.

If there are any queries arising from this report, please contact Ian Smith, Director of Children's Social Care, telephone 020 8314 8140.

NB

- A map showing the Children Centres in Lewisham is provided as a separate attachment
- The equalities assessment for this proposal is appended below.



Equalities Analysis Assessment

Name of proposal	Children's Centres Savings Proposals
Lead officer	Ian Smith
Other stakeholders	
Start date of Equality Analysis	August 2014
End date of Equality Analysis	September 2014

Title of Project	Budget Savings Proposal: Children's Centres
Lead officer	Ian Smith
Other stakeholders	Children and young people; Parents and families; Children's Centre providers; MPs; local councillors.
Start date of Equality Analysis	August 2014
End date of Equality Analysis	September 2014

1: Background to undertaking an Equality Analysis

- 1.1 This Equality Analysis Assessment (EAA) is being undertaken to identify whether budget proposals to re-shape the Children's Centres and their services will adversely affect Lewisham's children, young people and their families and whether it will negatively impact upon protected characteristics¹.
- 1.2 Lewisham Council has already reduced its revenue budget by £93m since May 2010. The Government's continued squeeze on public spending means that the Council needs to make further savings of around £85m over the next three years. The proposal to re-shape the Children's Centres and their services is one of the savings proposals being put forward in September 2014
- 1.4 This EAA will be a scoping exercise to try to identify the service users that may be affected by the proposal, and to identify and understand any potential negative impacts from taking the savings proposal forward, together with developing mitigating actions to minimise any negative impacts identified. This EAA will contribute towards the decision making process.
- 1.5 This EAA will:
- (1) consider whether the proposal is compliant with the new public sector duty;
 - (2) consider the impact of the proposal;
 - (3) analyse whether the proposal is likely to have a positive or negative impact on different protected characteristics within the local community; and
 - (4) identify mitigating actions to address any disproportionately negative impact.

¹ Protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership (only in respect of eliminating unlawful discrimination)

2: Changes to the service

2.1 Statutory duty - what needs to be provided:

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. The arrangements made under section 3(2) of the Childcare Act 2006, as amended by the Apprenticeships, Skills, Children and Learning Act 2009, must include arrangements for sufficient provision of children's centres to meet local need.

2.2 Current service provision:

Children's Centres in Lewisham are commissioned out to school-based providers and two voluntary organisations. They offer both a universal and targeted service, predominantly to families with children under 5, but also work with families with children aged 0-19 particularly where older children are the siblings of younger children in the family.

It is estimated that 8671 adults (61,684 contacts) and 6982 children age 0-4 (57,533 contacts) used the service between April 2013 and March 2014. This is based on usage data available to the Council through commissioned providers and entered on to the Tribal Connect database.

2.3 The proposal and changes to the service:

The proposal is to re-designate some Children's Centres and re-shape some existing services from 2015 onwards. Services and opportunities for parents to access support will continue to be provided by the Council through the Children's Centres which remain as well as maternity services and health visitors with which greater links are being developed alongside the increased links with Children's Social Care. Development of re-designated Children's Centres will be explored and could include better use of the voluntary sector and community-led provision to ensure continued delivery of services to children and families, particularly targeted support to families who need it most.

The proposal will mean the deletion of 8 administration posts.

3: Assessment of data and research

3.1 General Context & Local Demographics:

Lewisham is the second largest inner London borough and in 2011 was home to approximately 274,900 people (GLA population estimates) which is set to grow by around 11,000 by 2015. Lewisham has a slightly younger age profile than the rest of the UK; children and young people aged 0-19 years make up 24.5% of residents, compared to 22.4% for inner London and 23.8% nationally. Births in Lewisham increased by 34% between 2000/01 and 2009/10 and will continue to increase at a similar rate for the next 5 years.

Lewisham's Joint Strategic Needs Assessment shows that from data in 2010, Lewisham is the 15th most ethnically diverse local authority in England, and two out of every five residents are from a black and minority ethnic background. The largest BME groups are Black African and Black Caribbean: Black ethnic groups are estimated to comprise 30% of the total population of Lewisham. This rises to 77% of our school population, where over 170 different languages are spoken by our pupils.

Deprivation is increasing in Lewisham. The 2010 Index of Multiple Deprivation ranked Lewisham 31st out of 354 local authorities (LAs) in England compared to a rank of 39 in 2007. On the specific indicator of income deprivation affecting children, 35 (out of 166) of Lewisham's super output areas are in the 10% most deprived in the country, and 85, (over half) are in the 20% most deprived in the country. It is estimated that 20,355 children (ages 0 – 18) live in poverty in Lewisham.

3.2 Childrens Centres and Ward profiles:

There are 17 designated Children's Centres in Lewisham. Each Centre broadly delivers services to a particular ward

The Children's Society : Area 1

Evelyn Children's Centre* - Evelyn Ward
Besson Street Children's Centre* - New Cross Ward
Hatcham Oak Children's Centre* - Telegraph Hill Ward
Amersham Children's Centre* - Brockley Ward

The Children's Society : Area 2

Ladywell Children's Centre* - Ladywell Ward
Manor House Children's Centre* - Lee Green Ward
St Swithun's Children's Centre* - Lewisham Central Ward
Heathside and Lethbridge Children's Centre* - Blackheath Ward
TCS Area 2 also covers Rushey Green Ward

Pre-School Learning Alliance : Areas 3 and 4

Torridon Children's Centre* - Catford South and Whitefoot Wards
Bellingham Children's Centre* - Bellingham Ward

School Based Children's Centres

Clyde children's Centre (Area 1) – Evelyn Ward

Beecroft Garden Children's Centre (Area 2) – Crofton Park Ward
 Downderry Children's Centre (Area 3) – Downham Ward
 Marvel's Lane Children's Centre (Area 3) – Grove Park Ward
 Eliot Bank and Kelvin Grove Children's Centre (Area 4) – Sydenham and Forest Hill Wards
 Kilmorie Children's Centre (Area 4) – Perry Vale Ward

There are Administration Posts in all of the Area Contract Children's Centres*. School based centres manage their own administration within the contract.

Children's centres provide services and support to children under 5 and their older siblings. This is focused on adopting a 'whole-family' through pulling together appropriate teams of practitioners around families to ensure all children and young people's needs are met through multi-agency support. CC Services are currently delivered by the voluntary sector and schools across the borough at 18 designated Children's Centres (Appendix A).

Children's centres are expected to secure improvements against the following overarching outcomes for children, young people and families in Lewisham:

- Improved parenting and attachment.
- Improved school readiness.
- Prevention of escalation.

Age

Children's Centres primarily provide a universal service for all children aged 0-5 years accompanied by an adult carer. The closure of any services will therefore have the greatest impact on provision to this group.

Disability

Data collected from users in 2013-14 shows the following percentage of contacts were with those identifying as having a disability:

Ward	% of 0-4 Children using Children's Centres that have a disability	% of adults using Children's Centres that have a disability
Bellingham	1.5%	1.3%
Blackheath	0.9%	0.0%
Brockley	2.2%	0.5%
Catford South	2.7%	0.8%
Crofton Park	1.2%	0.8%
Downham	0.3%	0.8%
Evelyn	4.2%	1.8%
Forest Hill	0.6%	1.3%
Grove Park	0.4%	0.6%

Ladywell	4.3%	0.3%
Lee Green	1.7%	0.3%
Lewisham Central	2.6%	2.1%
New Cross	2.1%	0.6%
Perry Vale	1.3%	0.0%
Rushey Green	1.9%	0.8%
Sydenham	1.9%	1.5%
Telegraph Hill	1.5%	0.6%
Whitefoot	0.9%	0.5%

Pregnancy and Maternity

Children's Centres are heavily used by pregnant women and new mothers as the Centres offer a range of services for young families e.g. Breast Feeding Support, parenting courses and support, support for immunisations, health checks and development etc. The closure of any services will therefore have a significant impact on provision to this group.

Race

The Census data from 2011 indicates that the locations where Children's Centres are based have some of the highest proportion of black and minority ethnic (BME) residents in the borough.

The ethnicity profile of Children (0-4) using Children's Centres is as follows:

Ward	Population (2011 Census)	% of 0-4 Children using Children's Centres that are BME	% of adults using Children's Centres that are BME
Bellingham	59.8%	74.5%	69.7%
Blackheath	44.0%	53.0%	60.3%
Brockley	58.4%	64.8%	67.7%
Catford South	66.5%	63.9%	61.0%
Crofton Park	53.0%	49.4%	51.5%
Downham	49.3%	66.4%	65.6%
Evelyn	74.1%	77.0%	81.0%
Forest Hill	95.3%	60.0%	59.4%
Grove Park	47.6%	69.6%	62.4%
Ladywell	59.8%	56.5%	56.3%
Lee Green	45.9%	55.1%	60.3%
Lewisham Central	65.4%	75.2%	69.7%
New Cross	73.4%	83.1%	79.8%
Perry Vale	54.2%	58.2%	57.6%
Rushey Green	70.2%	75.3%	74.5%
Sydenham	53.4%	67.3%	62.7%

Telegraph Hill	62.8%	63.4%	63.3%
Whitefoot	58.3%	73.2%	70.7%

The data suggests that Children's Centres are more heavily used by BME groups than the ward profiles would suggest and therefore any reduction in service would have a greater effect on BME families.

Sex

The majority of adult carers who attend the Children's Centres are female, and so the impact of the proposal will be felt most by this group.

There is no anticipated impact relating to religion and belief, gender reassignment, or sexual orientation.

3.3 Staff data:

In-House Administration Staff

Workforce Profile Information					
Age:	21-25: 1	36-40: 1	46-50: 2	51-55: 2	55+: 2
Disability:	Disabled: 1		Not Disabled: 7		
Gender reassignment:	None				
Pregnancy and maternity:	None				
Race:	BME: 5	White: 3	Other: 0	Not Known: 0	
Religion or belief:	Christian: 3	None: 1		Unknown: 4	
Sex:	Female: 7		Male: 1		
Sexual Orientation	Straight / Heterosexual: 4		Not known: 4		
Marriage and civil partnership:	Not Married / Civil Partnered: 1	Married / Civil Partnered: 3		Not known: 4	

N.B. Of these staff, two are temporary appointments (up until 31/03/2015)

Children's Centre Staff

As Children's Centres are contracted out and the proposals are not specific at this stage, this

information is not yet known.

4: Consultation

A public consultation exercise would be required for any material change to the service that the Borough provides via its network of Children's Centres in accordance with the Equalities Act 2010.

There are also specific requirements around consultation set out in the [Statutory Guidance](#) for Children's Centres under the Heading "Significant changes to children's centre provision and the duty to consult" (see page 10).

5: Impact Assessment

The Equalities Impact Assessment has been undertaken to ensure that in the case of implementation of the saving proposal to fundamentally change the delivery of services currently provided by Children's Centres, the Council has met its responsibilities under the Equality Act 2010, specifically:

- To eliminate unlawful discrimination, harassment and victimisation.
- To advance equality of opportunity between people from different groups.
- To foster good relations between people from different groups.

The assessment of the potential impact on the nine protected characteristics (age, disability, gender, ethnicity, sexual orientation, religion and belief, gender reassignment, pregnancy/maternity and marriage/civil partnership) has been based on an analysis of service information, including available data relating to service users, and will be considered further in the light of equalities data collected during consultation.

5.1 Impact on Service Users:

As the proposal is to reduce the amount of designated Children's Centres, it is anticipated that proposals will yield a negative impact for the service user. However, many of the negative impacts that may arise from the closure of the service can be mitigated through other services and actions. In addition, the Early Intervention Service, will encourage and support the private, voluntary and independent sector to run their own activities in order to supplement the core service.

Age:

The proposed will have the greatest impact upon children aged between 0 and 5 years. There is a range of provision similar to stay and play available across the borough from providers other than the Council. In addition there are existing parks and playgrounds, carer and Toddler groups, Childminder Drop-Ins, Stay and Play sessions, Dad's Stay and Play, Play and Learn for under 5s, and many others. Existing services that will continue to be offered include signposting to other services, the universal 3 and 4 year old entitlement to the 15 hours free early education, as well as the universal health visiting service.

Disability:

Several of the categories for identification of targeted families concern families where disability

is an issue (Children of parents with mental health issues, Children of parents who have disabilities, Children with disabilities). Therefore any reduction in the service provided will have a greater impact on these families.

Sex:

Women are the main user group of the service, and the proposal is therefore likely to impact most on this group. It is also noted that the service is also used by fathers, who may find it harder to access alternative services.

Ethnicity:

Many of the residents of the borough do not speak English as a first language Children's Centres are a useful service for these parents and carers. The Council will need to ensure that interpreting and translation services are available in order to communicate with these families/CYP to ensure that they get the support that they need.

The EAA has not identified any disproportionate effects relating to Sexual Orientation, Religion and Belief, Pregnancy and Maternity, or Gender reassignment.

5.2 Impact on Staff:

The proposal would most likely see the service provision in Children's Centres reduced. There is a proposal to deleted 10 administration posts (2 of which are vacant). Further reduction of the service will inevitably result in further reduction in posts from other providers and their may be TUPE considerations for some staff who were transferred when the service was outsourced in 2011.

There may be re-deployment opportunities available, but it is recognised that the economic climate has had an impact on the number of positions available.

The majority of administration staff directly employed in the service by the London Borough of Lewisham are female (7 of 8), and the majority of staff delivering the service across the borough through commissioned providers are also female. There will therefore be a disproportionate effect on women if the proposal is taken.

6: Decision/ Result

Following an analysis of the available research and data it is recommended to continue with the proposal but with actions to mitigate negative impact on equality and diversity. An action plan should be written following consultation once a firmer understanding of the likely effects of following the proposal are known.

Sign Off

Signed _____ Date _____

APPENDIX 6 – Youth Services (Q2) proposal report

Mayor and Cabinet			
Report Title	Savings proposals and the future of the Youth Service		
Key Decision	Yes	Item No.	
Ward	All		
Contributors	Executive Director (Children and Young People), Executive Director (Resources and Regeneration), Head of Law		
Class	Part	Date	12th November 2014

1. Summary

As part of the Council's budget strategy for 2015 - 2018, the Youth Service presents proposals for savings of at least £1.4m. The report also sets out two options for consideration on the future of the Youth Service to allow planning to proceed into future years.

Option 1 looks at the potential employee mutualisation of the Youth Service following initial reductions.

Option 2 considers reducing the Service to a statutory service only model and increasing the savings by a further £1.7m.

2. Purpose

- 2.1. The purpose of this report is to outline for the Mayor the savings reduction options being put forward in response to Council-wide savings requirements.

3. Recommendations

The Mayor is recommended to:

- 3.1. agree the base savings of £1.4m, subject to consultation including:
- 3.1.1. a reduction to youth worker capacity and removal of Council staff from two youth sites, namely Rockbourne and Ladywell
 - 3.1.2. a reduction to commissioned provision by 31% (£293,000), as set out in section 6.11
 - 3.1.3. a reduction to management and business support staff as set out in section 6.9 and 6.14
 - 3.1.4. further efficiency savings as set out in section 6.12

- 3.2. agree the reshaping of youth re-engagement services (see section 6.13):
 - 3.2.1. re-specify the specialist 1:1 service and fund it from other sources
 - 3.2.2. re-specify the NEET Programme in accordance with Raising the Participation Age (RPA) and alternatively fund the programme.
- 3.3. Agree that consultation proceeds as appropriate as outlined in 3.1 above and that a report is brought back for decision.. .
- 3.4. Agree that consultation is begun on the future of the Youth Service including Options 1 and 2 as set out in the report with a report being brought back prior to decision.:
- 3.5. Agree the timetable for implementation of the savings (see section 11).

4. Policy context

Local Policy

- 4.1. The proposals within this report are consistent with the Council's corporate priorities and its need to identify significant savings over the next three fiscal years. In particular, the proposals relate to the Council's priorities regarding Young People's Achievement and Involvement, Protection of Children, and Community Leadership and Empowerment, in line with the Children & Young People's Plan of 2012 – 2015.

National Policy

- 4.2. Positive for Youth was launched in December 2011 as a broad-ranging strategy detailing the Government's approach to youth provision. The strategy calls for 'a new partnership approach' in local areas – between businesses, charities, public services, the general public and young people – to provide more opportunities and better support to young people.
- 4.3. The priorities of last year's restructure were aligned with this strategy.
- 4.4. Positive for Youth promotes early and positive support to reduce the chances of public funds being wasted in holding young people in expensive secure provision or managing the remedial effects of inadequate support and assistance as they reach young adulthood.
- 4.5. The key strategic themes contained in Positive for Youth and Lewisham's Children and Young People's Plan are as follows:
 - Helping young people to succeed
 - Promoting youth voice
 - Early intervention
 - Supporting stronger local partnerships
 - Strengthening communities and the voluntary sector

5. Background

- 5.1 Since May 2010, the Council has reduced its budget by c.£93m. In response to reductions in Government grants, the Council is planning to make further savings of £85m by the close of 2017/2018.
- 5.2 During 2013/2014, the Youth Service implemented a significant organisational restructure. The restructure released savings of £1.03m. These savings were achieved primarily by reducing staff headcount by 18.1 FTE, including a 72% reduction in management, removing youth work staff from two youth centres – Grove Park Youth Centre and Oakridge Youth Centre – and generally ensuring more efficient operations across the service.
- 5.3 The restructure created a leaner, more efficient service more capable of responding to young people's needs. It also introduced a significantly larger commissioning pot from which voluntary sector and other providers could bid to run youth services.
- 5.4 In this first year post-restructure, the Service has been embedding performance management, income generation and contract management capabilities.
- 5.5 The Youth Service maintains the following aims:
- 1) Encourage others, as well as the Council, to deliver a vibrant range of activities for all our young people to enjoy and benefit from, and to recognise that all activities for young people across Lewisham and London are an important part of our youth offer.
 - 2) To support young people in Lewisham in need of extra help, to achieve the skills they need to become happy, healthy and successful adults.

These aims work to engender the following outcomes for young people:

- 1) Improved life skills
 - 2) Increased involvement in education, employment or training
 - 3) Staying safe and well, and preventing needs from escalating
- 5.6 The Youth Service provides and facilitates access to a range of activities for young people through a combination of direct delivery, support to access delivery provided by other organisations, and commissioning and partnering with the private, voluntary and independent (PVI) sector. The activities are now focused on developing young people's life skills as agreed in the previous reorganisation of the service.
- 5.7 Provision includes positive activities for young people, offering them places to go and things to do, including social and cultural activities, sports and play, and

early intervention services. The Youth Service also offers informal education, advice and guidance on career choices and healthier lifestyles, and information concerning the dangers of substance misuse.

5.8 The Service's specialist support for young people in relation to education, employment and training consists of 9 specialist one-to-one youth workers, each holding a maximum caseload of 15 cases at any one time, with an annual service reach of c.270 young people. Alongside a one-stop 'holistic support' shop, Baseline, in Lewisham town centre and a variety of commissioned providers, the Service provides one-to-one youth work and information, advice and guidance for the Borough's most vulnerable including support to young fathers, young women and those considering their sexuality. Additionally, the NEET Programme has been offering four 6 week work support programmes for young people who are not in education, employment or training. As a part of the 2013/14 restructure the scheme is changing to become a 12 week Government-recognised traineeship, in partnership with Bromley College, from September 2014. The programme will run 3 times a year in line with school terms. It will continue to work with the same cohort of vulnerable young people, however the longer traineeship will allow them to achieve more robust qualifications, offer accredited numeracy and literacy support and stronger pathways post completion. The scheme will also allow participants to continue to receive out of work benefits whilst on the scheme.

5.9 All of these activities and support systems take place at 7 Council-run youth centres, 5 Council-run adventure playgrounds, via street based work, at Baseline and at a variety of non-council run venues across the Borough.

6 Savings proposal of £1.4m

6.1 With the following savings proposals, the general scope of the Service would remain intact. Under this proposal, staffing levels would be reduced to the minimum level believed necessary to operate an ELM in the future.

6.2 In order to release savings across the Service, it is proposed the Service retain 5 youth centres and 5 APGs, while removing staff from 2 youth centres and ending the Service's street based capacity, reducing front-line staff headcount commensurately. The recommendations as to which two centres would be offered to the voluntary sector or closed are based on factors such as location, the potential for the PVI sector to deliver provision from the sites, and the attractiveness of the remaining facilities to generate income.

6.3 Appendix 2 shows a map of the current youth centres and adventure playground sites.

6.4 It is therefore proposed to close or find alternative providers for youth provision at Ladywell Youth Village and Rockbourne Youth Centre. Both centres already have alternative non-Youth Service provision running from them. Rockbourne

offers short break provision two weekday evenings and Saturdays, and Ladywell offers short break provision on Saturdays. Rockbourne is due to host a scout group from October, whilst Ladywell operates as an adult day care centre the majority of the time. These proposals could allow these provisions to continue and the sites to remain open, enabling the savings to result only from the reduction of Youth Service youth work staff and their delivery of mainstream youth provision.

- 6.5 In both cases, it is proposed the sites remain open in order for short breaks to continue and potentially increase and/or voluntary sector provision to continue and potentially increase.
- 6.6 The Youth Service would continue to directly run the following youth sites:
- 1) Bellingham Gateway Youth & Community Centre, Bellingham
 - 2) Honor Oak Youth Club, Brockley
 - 3) Riverside Youth Centre, Deptford
 - 4) The New Generation Youth Centre (TNG), Sydenham
 - 5) Woodpecker Youth Centre, New Cross
 - 6) Deptford Adventure Playground, Deptford
 - 7) Dumps Adventure Playground, Bellingham
 - 8) Home Park Adventure Playground, Sydenham
 - 9) Ladywell Adventure Playground, Ladywell
 - 10) Honor Oak Adventure Playground, Brockley
- 6.7 The Youth Service's street-based outreach capacity is comprised of 3.4 FTE Support Youth Workers. It is proposed the Youth Service remove this capacity in its entirety. Street-based outreach is not currently a stand-alone team of youth workers dedicated solely to outreach work; it is staffing capacity only. Because of current support staff vacancies the Service is only operating a limited street-based outreach capacity at the moment. Current outreach is used to inform young people of what the Service offers and spur their participation at our youth sites. Our Participation and Engagement Officer's role involves outreach work and it is hoped that some of the loss of street-based capacity could be mitigated by the communications work of the Participation and Engagement Officer. Outreach work could continue with the proposed reduction in staffing, but this would impact the Service's ability to deliver centre-based activities.
- 6.8 Ending Council-run provision at 2 youth centres and removing the street-based outreach capacity would result in a staff headcount reduction of 7.5 FTE Youth Workers (3 FTE Senior and 4.5 FTE Support workers - from 17.5 FTE to 10 FTE). The Youth Service programming provision budget would be reduced commensurate with the end of activity at 2 centres. This reduction would yield a saving of £273,000.

- 6.9 It is proposed that the Specialist Support Manager post be removed from the staffing structure, enabling management of the NEET Programme to be absorbed by remaining managerial staff.
- 6.10 The current Service structure contains 60.7 FTE. The proposed structure will contain 50.2 FTE – a projected staffing reduction of 10.5 FTE and a total saving of £418,000.
- 6.11 In order to release further budget savings, but still maintain the Service's relationship with the community and voluntary sector, it is proposed that commissioning funds be reduced in line with the savings required by the Council – a reduction of 31% (£293,000). During the last restructure, commissioning funds were doubled. A reduction of 31% will still enable the Service to commission an amount greater than what was available in 2012/13. Commissioning funds are used to procure from the private and voluntary sector a broad range of provision that supplements the Youth Service's direct delivery and ensures diversity of youth provision across the borough, as well as offers elements of specialist activities that the Service could not offer alone. A process for downsizing current commissioning arrangements would commence from October/November.
- 6.12 The Service currently allocates monies for training, a level of public resource IT, print materials, stationery and other miscellaneous expenses. It is proposed the Service identifies efficiencies in this area of its budget, enabling a saving of £24,000.
- 6.13 The Service will generate income by renting space to private and community sector users and bidding for relevant, available grants. It is proposed the Service aims to generate a minimum of £100k of income to mitigate some of the reductions. Based on current projections and the retention of at least 5 youth centres and 5 adventure playgrounds, it is feasible the Service will reach this target of £100k by the end of 2015/2016.

Reshaping youth re-engagement services

- 6.14 There are three elements of the current service that are proposed to be brought together more strategically to form a youth re-engagement service that operates under the aegis of the Youth Service in the short term, but would remain with the Council if the Youth Service mutualises or is reduced to a statutory service. In the case of the former, the Council could commission an ELM to provide services, if doing so yields better value and is in the best interest of young people. This would leave a resource of £705k focused on re-engaging young people for 2015/16. The elements of this service are:
- a) Specialist 1:1 Service
 - b) The NEET Programme

- c) NEET tracking services
- a) **The Specialist 1:1 Service** is an outreach service operated out of Baseline in Lewisham Town Centre. It is currently comprised of 9 FTE Specialist Youth Workers, 1 FTE Specialist 1:1 Coordinator and 1 FTE Specialist Support Manager, representing a total cost of £450k. The service works with young people and offers individual support to empower them to become resilient and support themselves through issues and to help them achieve positive life outcomes. The service also supports emergency situations, signposting to others and delivers holistic information, advice and guidance. The proposal is to remove the Specialist Support Manager post, as noted above in section 6.8, leaving a budget of £390k and then consider the best means to continue delivery. This could be via re-specification and potential commissioning of the service as part of the Targeted Family Support Service. Regardless of form, it is proposed that savings are made as set out and the reduced service be funded through use of the Government's Troubled Families Grant and income from other sources which are being currently investigated, including the Education Funding Agency and schools.
- b) **The NEET Programme** currently operates out of the The New Generation (TNG), runs four times a year and comprises 1 FTE Specialist Group Work Coordinator, 1 FTE Senior Youth Worker, 1.2 FTE Support Youth Workers and programme costs. The total current cost of the service is £197k. As a part of the 2013/14 restructure the scheme has already undergone changes set to begin in September 2014. These make the scheme a formal traineeship. Whilst the programme will continue to work with the same demographic of young people, it will reduce to 3 programmes per year, but increase the length of each to 12 weeks, offer literacy and numeracy qualifications and be funded in-part by Bromley College. It is proposed that, further to these changes, initial savings of £82k be made by removing the Specialist Group Work Coordinator post and further reducing the programming costs. This will leave a budget of £115k. The then reduced service would be funded via alternative monies from schools, colleges and the Education Funding Agency.
- c) The Council has a statutory responsibility to monitor and track NEETs and to support vulnerable NEETs. It is proposed that this element of the Youth Service remains intact, with 1 FTE NEET Tracking Manager, 1 FTE NEET Tracking Coordinator, 1 FTE NEET Tracker, the information management system and a communications budget. Minor reductions are proposed to be made to the communications budget. This will leave a budget of £200k.

The £705k total cost of a re-engagement service is:

- a) £390k for specialist 1:1 support services
- b) £115k for NEET Programme
- c) £200k for tracking young people who are NEET

7. Options for the future of the Youth Service

7.1 It is important strategically to set an end option for the Youth Service due to further Council funding reductions required in subsequent years. Annual reductions to the Service would have a detrimental effect on young people and frontline staff who serve them, making it difficult to involve young people in the face of diminishing provision and motivate and retain talented staff in the face of continuing requirements for redundancies. The following two options are proposed in order to forestall these and other negative implications. Other options, such as further reducing the service or commissioning out all or part of the service were considered by officers but have not been recommended because they do not offer either the same level of potential savings to the Council or the possibility of maintaining as much of the service as possible with reduced funding to the Council.

7.2 Option 1: mutualise the Youth Service

7.2.1 Option 1 proposes moving to an ELM after the initial savings are made. This would require a lead-in time of one year to research, develop and prepare for an ELM, and then at least three more years to support an ELM on a contractual basis.

7.2.2 Mutualisation, or the development of an employee-led mutual (ELM), refers to a council or state entity that spins-away from its parent statutory body, enjoys enhanced autonomy concerning governance and provision, and continues to deliver vital public services whilst reinvesting financial surpluses back into the organisation.

7.2.3 The initial savings proposals already described would leave intact a service model that is believed could become a viable business.

7.2.4 The benefits of mutualising the Youth Service are as follows:

- There would be a greater opportunity for involvement of young people in the Borough by allowing them to become part owners of the ELM and have an elected place on its board.
- The ELM would have greater flexibility to strategise, innovate and better meet the needs of end users and stakeholders.
- As an ELM, the entity could avail itself of grant funding streams, sponsorships and income generation opportunities currently unavailable to local authorities.
- A good level of youth provision would be maintained in the Borough long-term with reduced or potentially no funding from the Council.
- Moving to an ELM has the potential to influence positively organisational behaviour, particularly with regard to creating a shared sentiment of staff ownership, minimising sick days and increasing influence over future decisions.

- The Council would retain a relationship with a staff group that maintains already-established relationships with young people and community members in the Borough.
 - Opting out of the Council would reduce longer-term liabilities to the Council.
- 7.2.5 If Option 1 is agreed, the Youth Service would immediately enter into the planning and scoping stages of creating an ELM. This would include financial and consultative support from the Cabinet Office Mutuals Support Programme. The Council would need to be clear in the funding agreement setting up the ELM what its core requirements are while it continues to provide funds. It will be important, however, to secure for the ELM as much freedom as possible during and after the planning stages.
- 7.2.6 The Youth Service would need to retain significantly more autonomy than at present during the lead-up period and subsequent 3-5 years of operation. This would be to ensure an ELM can raise funds, adjust the balance between commissioned and direct provision, allow staff to build an organisation underpinned by a social business ethos, and form strategic alliances that would maximise the ability for an ELM to succeed.
- 7.2.7 A Youth Service ELM would continue to deliver universal and targeted youth provision whilst reinvesting any financial surpluses back into the organisation. The entity would be initially funded via a Council contract and generate income through grant funds, corporate and individual philanthropy, space rentals, charges to schools and subcontracting arrangements.
- 7.2.8 There are currently two youth service ELMs in operation in England – Epic CIC (formerly Kensington & Chelsea’s Youth Service) and Knowsley Youth Mutual (formerly Knowsley’s Youth Service). Should the Youth Service mutualise, there will be lessons to learn from those that have gone through the process and now operate as independent entities. There would also be learning from other areas of the Council that have followed similar strategies, including Wide Horizons, Education Business Partnerships, Libraries and housing.
- 7.2.9 However, the two ELMs in operation are still fairly new and it is unclear yet whether they will be able to become completely self-supporting organisations with no funding from “their” Council. While it would be the intention that our ELM would become self-supporting after 3 years, and that the Council could then realise full savings, there is a risk that it would not achieve that aim. In that case, a decision would need to be made as to whether the Council continues to support the ELM financially or not.
- 7.3 Option 2: Reduce the Youth Service to a statutory service only model, releasing further savings of £1.7m

- 7.3.1 Option 2 proposes reducing the Youth Service to a statutory service only model now, leaving intact capacity to uphold our minimum statutory requirements to facilitate access to non Council-run youth provision, track NEET young people and report results to Government using a Client Caseload Information System.
- 7.3.2 The cost of this service would be £300,000 (facilitation £100k and NEET tracking £200k), releasing a further £1.7m on top of the £1.4m proposed earlier in the report. Where the current structure is comprised of 60.7 FTE the proposed structure would be comprised of 4 FTE – a reduction of 56.7 FTE. The remaining service would be managed by the NEET Tracking Manager or by a post within the broader CYP structure. The four FTE posts remaining would be:
- 1) Participation & Engagement Officer
 - 2) NEET Tracking Manager
 - 3) NEET Tracker
 - 4) NEET Coordinator
- 7.3.3 Given this, all youth centres and APGs would be supported to be passed into the hands of others in the community to run, or they would be closed; all youth workers, managers and all but one commissioning and business support staff would be made redundant and all commissioned and direct provision would end.

8. Implications of initial £1.4m savings

8.1 On staff and service provision

- 8.1.1 The Service and its current capacity would be reduced and a level of redundancy would be unavoidable. Clear lines of management would remain and the breadth of individual responsibilities would increase in line with the terms of job descriptions.
- 8.1.2 The current structure has 60.7 FTE posts. There are currently 58.14 FTE staff in post, which is comprised of 89 people. The vacancies currently are 2.56 FTE posts.
The proposed structure will have 50.2 FTE. This is a proposed reduction of 10.5 FTE. This reduction is comprised of 1 FTE SO1, 4.5 FTE Sc5, 1 FTE PO6, 1 FTE PO3, 3 FTE PO1 . All reductions would first be made by not filling vacancies. Due to the number of part-time contracts within the current Service, it is not currently possible to calculate the exact number or make-up of employees who may be redundant.
- 8.1.3 Reducing youth worker and site capacity could cause demand to exceed supply, forcing certain sites to absorb the impact that stems from site closures. To mitigate this, the service proposes that it retain 1 fte Support Youth Worker beyond the minimum in order to provide enhanced staffing when necessary.

- 8.1.4 Reducing the commissioning fund may impact on some voluntary sector providers.

	Current	Proposed	Difference
Full-time equivalents (FTEs) in post	60.7	50.2	10.5

9. Implications of Option 1

9.1 On staff

- 9.1.1 Following the initial savings of £1.4m, any remaining staff at the point of transfer would be transferred in accordance with TUPE to the ELM. Part of the ELM development work may indicate the need for re-shaping or re-sizing prior to transfer. The details of this would be part of the ELM planning and development work as to how liabilities may be covered. This would need to include how liabilities for the Local Government Pension Scheme could be met. It is unlikely that the ELM would be able to meet these liabilities at the outset. In the two ELMs currently operating, their local authorities have kept the liabilities for transferred staff.
- 9.1.2 Employees of the ELM would hold non-dividend shares and share ownership of the entity.
- 9.1.3 Employees would be involved directly in the strategic direction and governance of the ELM. The governance structure would enable elected staff members a voting role on the board of directors.
- 9.1.4 Employees would be responsible to take part in business skills training to enhance their existing skill-sets and contribute commercial acumen to the ELM.
- 9.1.5 Youth workers would continue their roles as youth workers and maintain their existing relationships with young people.

10. Implications of Option 2

10.1 On staff

- 10.1.1 The Service would no longer be retained and a high level of redundancy would be unavoidable. Only those posts with responsibility for ensuring a statutory duty would be retained.
- 10.1.2 The current Service structure is comprised of 60.7 FTE posts (including 2.56 FTE vacancies). There are currently 89 people in post. The proposed structure would contain 4 FTE – a post reduction of 56.7 FTE. The maximum redundancy cost to the Council is estimated at £496k.

11. Timetable for savings

Activity	Date
Scrutiny Paper (publically available)	23 rd Sept '14
Scrutiny process occurs	Oct '14
Mayor and Cabinet decision	Nov '14
Consultation of Options 1 and/or 2	Nov '14 – Jan '15
Mayor and Cabinet decision	Feb '14
Full Council decision	Feb '14
Implementation of savings	April '15 – July '15
If Option 1, ELM planning process	April '15 – April '16
If Option 1, ELM spin-out and contracting	May '16 – May '19

12. Financial implications

12.1 Initial savings of £1.4m and Option 1

12.1.1 The current controllable revenue budget for the Youth Service is £3,461,000. The proposals would result in immediate savings of £801,000, use of Troubled Families Grant, alternative funding of £505,000 and income generation of £100,000. Taken together these will result in a savings to the controllable budget of £1,406,000.

12.1.2 The proposal is based on an estimated minimum saving of £1,406,000 to the Youth service controllable budget. The delivery of this in the first year will depend on the timing of implementation including notice periods of staff made redundant.

12.1.3A significant portion of the savings £505k or 36% is dependent upon alternative income sources such as the Education Funding Agency, Schools and other contributions. These sources are not yet determined and represent a risk in terms of achievability of the savings.

12.1.4There will be redundancy costs for the Council emerging from these proposals, although at this stage it is too early to calculate the exact amount, which depends on those staff identified for redundancy. The maximum estimated redundancy cost for the service is £154,000. However, the actual redundancy cost is likely to be lower than this.

12.1.5 Any buildings no longer used by the Youth Service will need to be considered either for use by alternative community providers or placed onto the asset transfer register. Since the majority of building maintenance costs sit outside the Youth Service controllable budget, costs for sites, if open, will still need to be factored into wider council budgeting. Any revenue savings on premise running costs will accrue to the corporate asset management savings account.

- 12.1.6 Given the reductions to staff and buildings, there will be implications for the Youth Service non-controllable budget. It is expected that savings will be made, though at this stage it is too early to early to determine what the exact amount will be.
- 12.1.7 Should the Youth Service mutualise, the total costs of service delivery would need to be established. These include ICT, building maintenance, Human Resources, legal services and costs for all back office services (i.e. items not in the control of the Youth Service currently). The sum of these costs would need to accrue to an ELM's revenue budget and be controlled by the entity. The level of this further saving would be dependent on the success of the ELM and Council's strategic and financial decisions at the time. It is expected that an ELM could procure support services cheaper than current corporate contracts, specifically in terms of IT. This would be as a result of different specification for organisation-wide services and that, as a stand-alone entity, an ELM may be perceived differently and more favourably than the Council.
- 12.1.8 There would need to be consideration of how the ELM's pensions and redundancy liabilities might be met as set out in paragraph 9.1.1
- 12.1.9 After the implementation of the budget savings, the Youth Service controllable budget will be reduced by at least 41%. This decrease is proportionately greater than the proposed decrease to the total Council budget.

12.2 Option 2

- 12.2.1 The current controllable revenue budget for the Youth Service is £3,461,000.
- 12.2.2 The proposal is based on an estimated minimum saving of £3,161,000 to the Youth service controllable budget. The delivery of this in the first year will depend on the timing of implementation. After the implementation of the budget savings, the Youth Service controllable budget will be reduced by at least 91%. This decrease is proportionately greater than the proposed decrease to the total Council budget.
- 12.2.3 There will be redundancy costs for the Council emerging from these proposals, which depends on those staff identified for redundancy. The maximum estimated redundancy cost for the service is £496,000.
- 12.2.4 Any buildings no longer used by the Youth Service will need to be considered either for use by alternative community providers or placed onto the asset transfer register. Since the majority of building maintenance costs sit outside the Youth Service controllable budget, costs for sites, if open, will still need to be factored into wider council budgeting. Any revenue savings on premise running costs will accrue to the corporate asset management savings account.

12.2.5 Given the reductions to staff and buildings, there will be implications for the Youth Service non-controllable budget. It is expected that savings will be made, though at this stage it is too early to early to determine what the exact amount will be.

13. Legal Implications

13.1 Section 507B Education Act 1996 imposes a duty on local authorities, so far as is reasonably practicable to promote the well-being of persons aged 13-19 (and of persons aged up to 25 with learning difficulties) by securing access for them to sufficient educational and recreational leisure-time activities and facilities. A local authority can fulfil this duty by providing activities and facilities, assisting others to do so, or by making other arrangements to facilitate access, which can include the provision of transport, financial assistance or information.

13.2 Before taking any action under section 507B of the Education Act 1996 a local authority is required to take steps to assess whether it is beneficial for other agencies and individuals to provide services in its place and where appropriate, to secure that those services are provided by such agencies or individuals. There is also a statutory requirement to consult with such persons as the local authority consider appropriate as to whether it is expedient for the proposed actions to be taken by another person.

13.3 In carrying out its statutory responsibilities under section 507B of the Education Act 1996 a local authority is required to ascertain from young people in the authority's area their views on the existing provision and the need for any additional provision, and to take those views into account.

13.4 Local authorities are required to supply and keep up to date information regarding those leisure-time activities and facilities that are available locally.

13.5 Section 68 of the Education and Skills Act 2008 places a duty on local authorities to make available to young people and relevant young adults for whom they are responsible such services as they consider appropriate to encourage, enable or assist them to engage and remain in education or training.

13.6 The proposals set out in this report have to be consistent with the local authorities ability to meet its statutory responsibilities.

13.7 In relation to any staff reorganisations and/or redundancies the Council will have to comply with general employment legal obligations and the Council's Management of Change Guidelines.

13.8 The Recommendations in the Report refer to the exploration of further options for the delivery of the youth service. It is important that the Council, acting reasonably, does not limit its options unnecessarily when it comes to deciding upon the future of the service.

- 13.9 One option, which is to be considered amongst others in more detail and following consultation, in a further report, is the possibility of an employee led mutual (ELM) which is referred to at paragraph 7. Where two or more employees propose the setting up of a mutual to deliver Council services, this automatically triggers a requirement for a public tendering exercise under the Localism Act 2011.
- 13.10 However, the new draft Public Contracts Regulations 2015 which are due to come into force in the spring of 2015 (following an analysis of the consultation, which has just closed) permit local authorities to reserve the award of certain services including youth services to mutuals/ social enterprises. The maximum duration of such a contract is three years but this would enable a mutual to gain experience of running its own business before it is formally subject to procurement thereafter. It should be noted that it does not avoid the requirement a tendering exercise. It is expected, although not certain, that this new provision will remain in the Regulations once they become law as it is in accordance with the Directive which the Regulations are transmitting into UK law.
- 13.11 In addition, the Public Services (Social Value) Act 2012 (and the EU Directive) enables local authorities to take into account social and environment aspects of any contract they are procuring as well as the relevant skills and experience of the individuals involved when procuring any services. These changes may help a mutual.
- 13.12 It is suggested, as an option, that the mutual would become independent of the Council and the youth services will be provided outside Council responsibility. In this event, after a period of up to three years and a tendering exercise, there would be no contract between the Council and the ELM, (if it was successful in a procurement), as the Council would be divesting itself of the responsibility for the services provided by the mutual (other than the residual statutory duty under the Education Act 1996 set out above). Provided that the Council does not act in an anti-competitive manner, it may consider giving support to the ELM, either through some form of pump priming grant or the making of an asset available probably on a leasehold basis. Such support would be subject to State Aid rules but there are exemptions to and relaxations from State Aid rules for services such as these. Best value considerations would still apply.
- 13.13 The establishment of a mutual is a risky business for those involved in it. It may fail, and many personal resources may have been committed to it in a time of austerity. Those concerned with establishing such an organisation need to be conscious that once they move out of the Council they are effectively in the same position as any other external organisation.
- 13.14 Arrangements would have to be put in place to enable employees to work on establishing the mutual without coming into conflict with the Council.

- 13.15 Fuller legal implications on this option and other options put forward will be contained in the further report put to Mayor and Cabinet if the Recommendations are agreed.
- 13.16 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.
- 13.17 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.
- 13.18 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.
- 13.19 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/>
- 13.20 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

13.21 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/>

14. Crime and Disorder Implications

14.1 There are no specific crime and disorder implications.

15. Equalities Implications

15.1 The Equalities Analysis Assessment can be found at Appendix 1.

16. Environmental Implications

16.1 There are no specific environmental implications.

Background documents

None.

If there are any queries arising from this report, please contact Warwick Tomsett, Head of Targeted Services and Joint Commissioning, telephone 020 8314 8362.

NB

- A map showing the Youth Service provision in Lewisham is provided as a separate attachment
- The equalities assessment for this proposal is appended below.

Appendix: Equalities Analysis Assessment for Youth Services Proposals

1. Introduction

- 1.1. This Equality Analysis Assessment (EAA) has been undertaken to identify whether budget proposals for the Youth Service will have an adverse impact on Lewisham's young people and other affected groups with protected characteristics². The proposals seek to reshape the Youth Service in response to savings requirements.
- 1.2. The EAA will contribute towards considering a service which is as responsive to young people's needs as possible given budgetary constraints, and which ensures equality of access to provision. Actions are proposed to minimise any negative impact on affected stakeholders as a result of the proposals.

2. Background

- 2.1. The Council has already reduced its revenue budget by £93m since May 2010. However, the estimate is that the Council will need to save another £95m by the close of 2017/18. Savings will be required across the Children and Young People's Directorate and the Council as a whole. In order to achieve this, the Youth Service must contribute towards the savings whilst maintaining a youth offer which is focused on those in need.
- 2.2. The proposals are expected to enable continued compliance with the following statutory duties for local authorities in relation to the provision of youth services:

Department of Education statutory duty and guidance, June 2012

- *With the right supportive relationships, strong ambitions and good opportunities all young people can realise their potential and be positive and active members of society. Most get these from and through their families and friends, their school or college and their wider community enabling them to do well and to prepare for adult life. All young people benefit from additional opportunities and support, but some young people and their families, particularly the most disadvantaged and vulnerable, need specific additional and early help to address their challenges and realise their potential.*
- *It is therefore local authorities' duty to secure, so far as is reasonably practicable, equality of access for all young people to the positive, preventative and early help they need to improve their well-being. This includes youth work and other services and activities that:*

² Protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership (only in respect of eliminating unlawful discrimination)

a. *Connect young people with their communities, enabling them to belong and contribute to society, including through volunteering, and supporting them to have a voice in decisions which affect their lives;*

b. *offer young people opportunities in safe environments to take part in a wide range of sports, arts, music and other activities, through which they can develop a strong sense of belonging, socialise safely with their peers, enjoy social mixing, experience spending time with older people, and develop relationships with adults they trust;*

c. *support the personal and social development of young people through which they build the capabilities they need for learning, work, and the transition to adulthood – communication, confidence and agency, creativity, managing feelings, planning and problem solving, relationships and leadership, and resilience and determination;*

d. *improve young people's physical and mental health and emotional well-being;*

e. *help those young people at risk of dropping out of learning or not achieving their full potential to engage and attain in education or training; and*

f. *raise young people's aspirations, build their resilience, and inform their decisions – and thereby reduce teenage pregnancy, risky behaviours such as substance misuse, and involvement in crime and anti-social behaviour.*

2.3. The Council retains statutory duties relating to tracking and monitoring young people's participation in education. These duties are fulfilled by the Youth Service.

Department of Education statutory duty and guidance, March 2013

- Local authorities must collect information to identify young people who are not participating, or who are at risk of not doing so, to target their resources on those who need them most. The information collected must be in the format specified in the Client Caseload Information System (CCIS) Management Information Requirement
- Local authorities should be aware that all young people aged 16 (from 2013) and 17 (from 2015) will be under a duty to participate and authorities should be doing all they can to support them to meet that. The Client Caseload Information System will function as the main source of evidence that local authorities are discharging their duty under section 12 of the Employment and Support Allowance Regulations 2008.

3. General context: Local demographics

3.1. Lewisham is the second largest inner London borough and, in 2011, was home to approximately 274,900 people (GLA population estimates), which is set to grow by around 11,000 by 2015. Lewisham has a slightly younger age profile than the rest of the UK; children and young people aged 0-19 years make up 24.5% of residents, compared to 22.4% for inner London and 23.8% nationally.

3.2. Births in Lewisham increased by 34% between 2000/01 and 2009/10 and are expected to continue to increase at a similar rate for the next 5 years. Lewisham has 38,805 pupils within its 90 schools.

- 3.3. Whilst 40% of our residents are from black and minority ethnic backgrounds, this rises to 77.3% within our school population, where over 172 different languages are spoken by our pupils.
- 3.4. Deprivation is increasing in Lewisham relative to other local authorities. The 2010 Index of Multiple Deprivation ranked Lewisham 31st out of 354 local authorities in England compared to a rank of 39 in 2007. On the specific indicator of income deprivation affecting children, 35 (out of 166) of Lewisham's super output areas are in the 10% most deprived in the country, and 85 (over half) are in the 20% most deprived in the country. It is estimated that 20,355 children (ages 0-18) live in poverty in Lewisham.
- 3.5. In terms of our young people population, Lewisham's biggest challenge is ensuring they have high aspirations and fulfill their potential. Lewisham continues to make good progress in reducing the number of young people who are NEET, with June, 2014 figures showing 4.2% of our 16-19 year olds as NEET against a London average of 4.1%. Lewisham's 'unknown' NEET figure remains a challenging issue. As of June, 2014, 6.7% of young people's statuses were unknown in relation to education, employment or training. This is slightly higher than the London average for unknowns at 6.5%.
- 3.6. According to the January 2012 Census Data from schools, the numbers of young people with special educational needs in Lewisham is as follows:

Years	Male			Female		
	Schools action/ early	School action plus	Statement	School action/ early	School action plus	Statement
10-14	351	248	199	260	125	85
3-14	1720	1714	727	1089	659	258

4. Current Provision

- 4.1. The Service offers a mixed economy of Council-run provision and 37 commissioned activities from 35 private and voluntary (PVI) sector providers. This includes youth centres, adventure playgrounds (APGs), targeted holistic one-to-one support and IAG for young people with vulnerabilities, sex and relationship education and support around teenage pregnancy, support for young people who are not in education, employment or training (NEET) and a range of positive activities.
- 4.2. All settings operate as a 'front door' to targeted support, forming a core part of Lewisham's early intervention and NEET reduction strategies. The overall aim of these strategies is to prevent escalation of need and ensure that young people achieve the best possible outcomes in life.

4.3. The targeted elements of the Service support young people who present with multiple vulnerabilities, with a focus on those who are NEET, or at risk of becoming NEET. Other targeted vulnerabilities include:

- Risk of teenage pregnancy
- Risk of offending or recidivism
- Risk of becoming looked after or homeless
- Risk of misusing substances
- Risk of future or current poor health

4.4. The service works in partnership with other services across the Children’s Partnership. This includes other targeted and specialist services such as Children’s Social Care, the youth offending service, SHIP, local housing providers, Health Visitors, CAMHS, other NEET provision and Job Centre Plus, as well as universal services including schools and colleges, the police and community safety, and GPs.

4.5. As part of the restructure which began in October 2013 the Service is in the process of revamping its data systems. Prior to the restructure reporting was inconsistent and the database flawed, resulting in inaccurate reports. It is expected that this will be fully rectified by the end of Quarter 2 this year as per the restructure plans. In order to consider the impact of these current proposals we are therefore only able to use best estimates based on the partially embedded new system and figures through July.

4.6. May to July figures for 2014/15 show that just over 4,000 individual young people accessed Youth Service provision, including commissioned services running during this period (this excludes the NEET PROGRAMME and specialist 1:1 services). Based on an estimated 8 to 19 population of 37,048 young people, the Service has a reach (i.e. young people attending at least once) of at least 4,000 or 16% of the population. Of these c.2,000 are considered ‘Participants’ (i.e. have attended 3 or more times during this period) representing 8% of the total population, a retention rate of 50%. It is expected that these numbers will increase once summer attendances are reported and all commissioned provision is running. Unfortunately due to the poor quality of data from previous years it is not feasible or useful to offer comparison. Moreover, since this is not nationally collected data we are also unable to benchmark against other local authorities.

4.7. The current structure contains 56.6 FTE (89 people);

	Current	New	Difference
Full time equivalents (FTEs)	56.6	50.2	6.4
People	89	approx 66	approx 23

4.8. The breakdown of current staff in post according to protected characteristics is as follows:

Equalities group		No. of staff	Full time	Part time
Total		89	34	55
Age	16-20	1	0	1
	21-25	20	3	16
	26-30	9	3	7
	31-35	17	10	7
	36-40	6	5	1
	41-45	8	0	8
	46-50	6	3	3
	51-55	7	4	3
	55+	5	4	1
	New appointments	10	0	10
Race	Asian Bangladeshi	3	1	2
	Asian Indian	1	1	0
	Black African	2	1	1
	Black Caribbean	38	11	27
	Black Other	8	2	6
	Mixed Other	6	3	3
	Not known	10	0	10
	Other Ethnic Group	1	0	1
	Vietnamese	0	0	0
	White British/Eng/Welsh/Scot/N.Irish	14	10	4
	White Irish	1	1	0
	White Other	4	3	1
	White Turkish / Turkish Cypriot	1	1	0
Sex	Male	40	13	27
	Female	49	21	28
Disability	Disability	5	3	2
	No disability	84	31	53

5. Potential Impact: £1.4m savings & Option 1

On young people

5.1 The impact of these proposals on young people is expected to be negative in the short-term, as a result of decreased direct funding and, consequently, less provision and less reach. If an ELM can generate significant income to supplement a Council contract, the impact could prove positive.

5.2 The proposals entail the withdrawal of funding from two Service-run youth centres, as well as a reduction to commissioning, line management and business support capabilities. It is expected that provision would continue in all areas of the Borough, though initially to a lesser extent than before. Provision would continue to be provided directly by Lewisham

staff and within year one by providers commissioned by Lewisham. If the Service then becomes an ELM, commissioning of youth provision would be undertaken by the ELM.

- 5.3 The Service would continue to open up opportunities available to young people in Lewisham and London. These opportunities could increase if an ELM proves successful. Furthermore, as noted, PVI providers could continue to access funding opportunities that are not open to local authorities in order to generate additional funds, which could bolster youth provision.
- 5.4 Young people would have a bigger say in terms of how resources are allocated within the context of a Youth Service ELM. Young people would be elected to board level positions and work on strategy setting in concert with staff members and professionals. Young people would help the Council, ELM and providers deliver services and activities that meet their needs.
- 5.5 A budget reduction equivalent to the removal of 175 hours support youth work and 87.5 senior youth worker hours will result in an end to street based capacity and the removal of direct Youth Service provision in 2 youth clubs. Vacancies in the current staffing structure already inhibit the street-based capacity from operating fully. The remaining Service would have capacity to deliver 5 youth clubs with direct youth service provision from at least 3 youth work staff at each session for 5 nights per week for 3 hours per session. Based on best practice ratios this would allow an open youth club to continue to cater to a maximum 45 young people per night. Although, these numbers would greatly alter depending on the age and needs of the young people and the activities being undertaken. Additional numbers could be enabled via the successful use of an adult volunteer strategy, something the current Service is developing and could be continued through to an ELM. There is no proposed change to APG capacity, which will retain 5 sites operating an average of 24.5 hours per week over 4 nights and Saturdays with 1 senior and 2 support youth workers at each site.

On staff

- 5.6 The proposed new structure contains 50.2 FTE (approximately 66 people). This equates to an estimated reduction of 6.4 FTE's or 23 people. The exact breakdown of people and the effect on protected characteristics is not possible to calculate due to the high number of part time support youth worker contracts and the inability to know the make up of contracts within the altered number of FTE posts .
- 5.7 The proposals would retain alignment with the Council's Single Status Agreement and youth work type roles would be evaluated under the GLPC Scheme and all new posts would continue to be offered on NJC Terms & Conditions (Green Book).
- 5.8 The Youth Service management team and HR are committed to providing support for staff affected by the proposals. The support available will include advice on how to get shortlisted and improve interview skills. Employees will also be able to access additional resources on

the corporate intranet, for example, FAQs. In addition, staff have been advised that they can speak to their line managers or HR representatives around individual issues.

6 Potential Impact: Option 2 – Reduce the Youth Service to a statutory service only model, releasing future savings of £3.16m

On young people

- 6.1 This proposal is expected to have a highly negative impact on young people in the Borough. With its current structure the Service estimates a quarterly reach (see 8.4 above) of around 4,000 young people via both direct and commissioned provision. The Service would no longer be able to reach any young people, either directly or via commissioned provision; although the Service would still facilitate access to provision offered by other providers.

On Staff

- 6.2 Only 4 FTE posts with responsibility for ensuring a statutory duty would be retained, resulting in a loss of 52.6 FTE. Due to the level of reduction, this does not render negative implications for any one particular protected characteristic. The maximum redundancy cost to the Council is estimated at £496k.

On the Service

- 6.3 The Service would only be able to carry out two functions – NEET Tracking and facilitating access to youth provision in the Borough. All other existing functions would end, including: commissioning, business support, partnership work, direct youth provision.

7. Action plan: £1.4m savings

Issue	Action	Group affected	Owner	Timescale
Equality of access	Ensure all remaining youth provision is accessible for all young people. This includes DDA compliance. Provision should be welcoming for all young people regardless of ethnic background, disability, sexual orientation and/or faith.	All	Youth Services, Commissioners	Ongoing but with regards to commissioning timescales for commissioned services (April 2015 to September 2015)
Young people with disabilities	Ensure that youth centres and activities are accessible for young people with disabilities.	Disability	Youth Services, Commissioners, commissioned services	Ongoing but with regards to commissioning timescales for commissioned services (April 2015 to September 2015)
Communication	Continue to develop and maintain effective communication portals which enable young people to find out easily about youth provision, using social media and other online methods, as well as through schools, colleges and other local organisations. Information must be current, relevant, comprehensive and appealing to young people. There must also be effective communication between the Youth Service, other Council services that support young people and PVI providers to ensure that all partners are aware of the full range of support available to young people and are able to signpost where relevant.	All	Youth Services, Comms team	Ongoing
Young people's involvement	Ensure the continued and meaningful engagement of young people in designing, delivering and evaluating youth provision to ensure it is relevant, appealing and meets their changing needs.	Young people	Youth Services, commissioned services	Ongoing
Safety	Ensure that all young people are able to access youth provision safely and confidently, with clear risk assessments undertaken for activities as required to ensure safe access.	All	Youth Services, Commissioners, commissioned services	Ongoing

Issue	Action	Group affected	Owner	Timescale
Staff recruitment, redundancy and redeployment	Ensure a fair and transparent recruitment process for staff with due regard to protected characteristics and issues of diversity and equality. Ensure HR procedures are followed correctly and consistently across the service with regard to recruitment, redundancy and redeployment, in line with the Council's Management of Change Guidelines.	Staff, young people	HR, Youth Services	April 2015 onwards
Support for staff affected by the proposals	Ensure that there is support available for staff affected by the proposals, including advice on how to get shortlisted and improve interview skills. In addition to courses available, additional resources must be made available on the corporate intranet, with staff made aware how they access these. Line managers and HR representatives must make themselves available to discuss individual issues with staff.	Staff	HR, Youth Services	November 2014 to April 2015
Commissioning process	Ensure a fair and transparent commissioning and decommissioning process, which ensures services are prioritised to known community needs, values the experience and knowledge of local community groups in delivering youth provision, in addition to measures which ensure continuity and equity of service. Provide clear guidance for providers on the implementation of Lewisham or own policies with regards to equality and diversity issues, and in relation to ensuring equality of access, including confidentiality, safeguarding, safer recruitment, risk etc.	PVI providers	Youth Services, Commissioners, Procurement	November 2014 – April 2015
Transition plan	Develop and implement a robust transition plan for implementation of the changes proposed to ensure continuity of service for young people and a smooth transition to the new service model for staff and PVI organisations impacted by the proposals.	All	Youth Services, Commissioners	November 2014 – full handover of mutual c. 2019

Issue	Action	Group affected	Owner	Timescale
Volunteer strategy	Develop and implement a robust adult volunteer strategy in order to mitigate the loss of youth work hours across remaining centres.	Staff & community members	Youth Services, Commissioners	November 2014 – ongoing

8. Action plan: Option 1 – mutualisation

Issue	Action	Group affected	Owner	Timescale
Equality of access	Ensure all remaining youth provision is accessible for all young people. This includes DDA compliance. Provision should be welcoming for all young people regardless of ethnic background, disability, sexual orientation and/or faith. Ensure this is built into planning for an ELM.	All	Youth Services, Commissioners	Ongoing but with regards to commissioning timescales for commissioned services (April 2015 to September 2015)
Young people with disabilities	Ensure that youth centres and activities are accessible for young people with disabilities. Ensure this is built into planning for an ELM.	Disability	Youth Services, Commissioners, commissioned services	Ongoing but with regards to commissioning timescales for commissioned services (April 2015 to September 2015)
Communication	Continue to develop and maintain effective communication portals which enable young people to find out easily about youth provision, using social media and other online methods, as well as through schools, colleges and other local organisations. Information must be current, relevant, comprehensive and appealing to young people. There must also be effective communication between the Youth Service, other Council services that support young people and PVI providers to ensure that all partners are aware of the full range of support available to young people and are able to signpost where relevant.	All	Youth Services, Comms team	Ongoing
Young people's involvement	Ensure the voice and involvement of young people shape the strategy of the ELM and that young people have an elected place on its board. Ensure the continued and meaningful engagement of young people in designing, delivering and evaluating youth provision to ensure it is relevant, appealing and meets their changing needs.	Young people	Youth Services, commissioned services	Ongoing

Issue	Action	Group affected	Owner	Timescale
Safety	Ensure that all young people are able to access youth provision safely and confidently, with clear risk assessments undertaken for activities as required to ensure safe access. Ensure this is built into planning for an ELM.	All	Youth Services, Commissioners, commissioned services	Ongoing
Staff recruitment, redundancy and redeployment	Ensure a fair and transparent recruitment process for staff with due regard to protected characteristics and issues of diversity and equality. Ensure HR procedures are followed correctly and consistently across the service with regard to recruitment, redundancy and redeployment, in line with the Council's Management of Change Guidelines. Ensure this is built into planning for an ELM.	Staff, young people	HR, Youth Services	April 2015 onwards
Support for staff affected by the proposals	Ensure that there is support available for staff affected by the proposals, including business skills training, advice on how to get shortlisted, improve interview and commercial skills. In addition to courses available, additional resources must be made available on the corporate intranet, with staff made aware how they access these. Line managers and HR representatives must make themselves available to discuss individual issues with staff.	Staff	HR, Youth Services	November 2014 to April 2015
Commissioning process	Ensure a fair and transparent commissioning and decommissioning process, which ensures services are prioritised to known community needs, values the experience and knowledge of local community groups in delivering youth provision, in addition to measures which ensure continuity and equity of service. Provide clear guidance for providers on the implementation of Lewisham or own policies with regards to equality and diversity issues, and in relation to ensuring equality of access, including confidentiality,	PVI providers	Youth Services, Commissioners, Procurement	November 2014 – April 2015

Issue	Action	Group affected	Owner	Timescale
	safeguarding, safer recruitment, risk etc.			
Transition plan	Develop and implement a robust transition plan for implementation of the changes proposed to ensure continuity of service for young people and a smooth transition to the new service model for staff and PVI organisations impacted by the proposals.	All	Youth Services, Commissioners	November 2014 – full handover of mutual c. 2019
Volunteer strategy	Develop and implement a robust adult volunteer strategy in order to mitigate the loss of youth work hours across remaining centres. Ensure strategy is transferred to an ELM and further strengthened.	Staff & community members	Youth Services, Commissioners	November 2014 – ongoing

9. Action plan: Option 2

Issue	Action	Group affected	Owner	Timescale
Communication	Continue to develop and maintain effective communication portals which enable young people to find out easily about youth provision, using social media and other online methods, as well as through schools, colleges and other local organisations. Information must be current, relevant, comprehensive and appealing to young people. There must also be effective communication between the Youth Service, other Council services that support young people and PVI providers to ensure that all partners are aware of the full range of support available to young people and are able to signpost where relevant.	All	Youth Services, Comms team	Ongoing
Young people's involvement	Ensure the continued engagement of young people on how information is presented, relevant, appealing and meets their changing needs. Ensure similar engagement to allow successful NEET tracking.	Young people	Youth Services	Ongoing
Safety	Ensure that all young people are able to access information about remaining non-Council provided youth provision.	All	Youth Services,	Ongoing
Staff recruitment, redundancy and redeployment	Ensure a fair and transparent recruitment process for staff with due regard to protected characteristics and issues of diversity and equality. Ensure HR procedures are followed correctly and consistently across the service with regard to recruitment, redundancy and redeployment, in line with the Council's Management of Change Guidelines.	Staff, young people	HR, Youth Services	April 2015 onwards

Issue	Action	Group affected	Owner	Timescale
Support for staff affected by the proposals	Ensure that there is support available for staff affected by the proposals. In addition to courses available, additional resources must be made available on the corporate intranet, with staff made aware how they access these. HR representatives must make themselves available to discuss individual issues with staff.	Staff	HR	November 2014 to April 2015
Commissioning process	Ensure a fair and transparent decommissioning process. Provide clear guidance for providers on the implementation of Lewisham or own policies with regards to equality and diversity issues, and in relation to ensuring equality of access, including confidentiality, safeguarding, safer recruitment, risk etc.	PVI providers	Youth Services, Commissioners, Procurement	November 2014 – April 2015
Transition plan	Develop and implement a robust transition plan for implementation of the changes proposed to ensure support for staff, young people and PVI organisations impacted by the proposals.	All	Youth Services, Commissioners	November 2014 – April 2015



This guidance has been updated to reflect the new equality duty which came into force on 5 April 2011. It provides advice about the general equality duty.

0BIntroduction

With major reductions in public spending, public authorities in Britain are being required to make difficult financial decisions. This guide sets out what is expected of you as a decision-maker or leader of a public authority responsible for delivering key services at a national, regional and/or local level, in order to make such decisions as fair as possible.

The new public sector equality duty (the equality duty) does not prevent you from making difficult decisions such as reorganisations and relocations, redundancies, and service reductions, nor does it stop you from making decisions which may affect one group more than another group. The equality duty enables you to demonstrate that you are making financial decisions in a fair, transparent and accountable way, considering the needs and the rights of different members of your community. This is achieved through assessing the impact that changes to policies, procedures and practices could have on different protected groups (or protected characteristics under the Equality Act 2010).

Assessing the impact on equality of proposed changes to policies, procedures and practices is not just something that the law requires, it is a positive opportunity for you as a public authority leader to ensure you make better decisions based on robust evidence.

1BWhat the law requires

Under the equality duty (set out in the Equality Act 2010), public authorities must have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

The protected groups covered by the equality duty are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination.

The law requires that public authorities demonstrate that they have had 'due regard' to the aims of the equality duty in their decision-making. Assessing the potential impact on equality of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can demonstrate that they have had 'due regard'.

It is also important to note that public authorities subject to the equality duty are also likely to be subject to the Human Rights Act. We would therefore

recommend that public authorities consider the potential impact their decisions could have on human rights.

2BAim of this guide

This guide aims to assist decision-makers in ensuring that:

- The process they follow to assess the impact on equality of financial proposals is robust, and
- The impact that financial proposals could have on protected groups is thoroughly considered before any decisions are arrived at.

We have also produced detailed guidance for those responsible for assessing the impact on equality of their policies, which is available on our website:

http://www.equalityhumanrights.com/uploaded_files/EqualityAct/PSED/equality_analysis_guidance.pdf

3BThe benefits of assessing the impact on equality

By law, your assessments of impact on equality must:

- Contain enough information to enable a public authority to demonstrate it has had 'due regard' to the aims of the equality duty in its decision-making
- Consider ways of mitigating or avoiding any adverse impacts.

Such assessments do not have to take the form of a document called an equality impact assessment. If you choose not to develop a document of this type, then some alternative approach which systematically assesses any adverse impacts of a change in policy, procedure or practice will be required.

Assessing impact on equality is not an end in itself and it should be tailored to, and be proportionate to, the decision that is being made.

Whether it is proportionate for an authority to conduct an assessment of the impact on equality of a financial decision or not depends on its relevance to the authority's particular function and its likely impact on people from the protected groups.

We recommend that you document your assessment of the impact on equality when developing financial proposals. This will help you to:

- **Ensure you have a written record of the equality considerations** you have taken into account.
- **Ensure that your decision includes a consideration of the actions that would help to avoid or mitigate any impacts on particular protected groups.** Individual decisions should also be informed by the wider context of decisions in your own and other relevant public authorities, so that particular groups are not unduly affected by the cumulative effects of different decisions.
- **Make your decisions based on evidence:** a decision which is informed by relevant local and national information about equality is a better quality

decision. Assessments of impact on equality provide a clear and systematic way to collect, assess and put forward relevant evidence.

- **Make the decision-making process more transparent:** a process which involves those likely to be affected by the policy, and which is based on evidence, is much more open and transparent. This should also help you secure better public understanding of the difficult decisions you will be making in the coming months.

- **Comply with the law:** a written record can be used to demonstrate that due regard has been had. Failure to meet the equality duty may result in authorities being exposed to costly, time-consuming and reputation-damaging legal challenges.

4B When should your assessments be carried out?

Assessments of the impact on equality must be carried out at a **formative stage** so that the assessment is an integral part of the development of a proposed policy, not a later justification of a policy that has already been adopted. Financial proposals which are relevant to equality, such as those likely to impact on equality in your workforce and/or for your community, should always be subject to a thorough assessment. This includes proposals to outsource or procure any of the functions of your organisation. The assessment should form part of the proposal, and you should consider it carefully **before** making your decision.

If you are presented with a proposal that has not been assessed for its impact on equality, you should question whether this enables you to consider fully the proposed changes and its likely impact. Decisions not to assess the impact on equality should be fully documented, along with the reasons and the evidence used to come to this conclusion. This is important as authorities may need to rely on this documentation if the decision is challenged.

It is also important to remember that the potential impact is not just about numbers. Evidence of a serious impact on a small number of individuals is just as important as something that will impact on many people.

5B What should I be looking for in my assessments?

Assessments of impact on equality need to be based on relevant information and enable the decision-maker to understand the equality implications of a decision and any alternative options or proposals.

As with everything, proportionality is a key principle. Assessing the impact on equality of a major financial proposal is likely to need significantly more effort and resources dedicated to ensuring effective engagement, than a simple assessment of a proposal to save money by changing staff travel arrangements.

There is no prescribed format for assessing the impact on equality, but the following questions and answers provide guidance to assist you in

determining whether you consider that an assessment is robust enough to rely on:

- **Is the purpose of the financial proposal clearly set out?**

A robust assessment will set out the reasons for the change; how this change can impact on protected groups, as well as whom it is intended to benefit; and the intended outcome. You should also think about how individual financial proposals might relate to one another. This is because a series of changes to different policies or services could have a severe impact on particular protected groups.

Joint working with your public authority partners will also help you to consider thoroughly the impact of your joint decisions on the people you collectively serve.

Example: A local authority takes separate decisions to limit the eligibility criteria for community care services; increase charges for respite services; scale back its accessible housing programme; and cut concessionary travel. Each separate decision may have a significant effect on the lives of disabled residents, and the cumulative impact of these decisions may be considerable. This combined impact would not be apparent if the decisions were considered in isolation.

- **Has the assessment considered available evidence?**

Public authorities should consider the information and research already available locally and nationally. The assessment of impact on equality should be underpinned by up-to-date and reliable information about the different protected groups that the proposal is likely to have an impact on. A lack of information is not a sufficient reason to conclude that there is no impact.

- **Have those likely to be affected by the proposal been engaged?**

Engagement is crucial to assessing the impact on equality. There is no explicit requirement to engage people under the equality duty, but it will help you to improve the equality information that you use to understand the possible impact on your policy on different protected groups. No-one can give you a better insight into how proposed changes will have an impact on, for example, disabled people, than disabled people themselves.

- **Have potential positive and negative impacts been identified?**

It is not enough to state simply that a policy will impact on everyone equally; there should be a more in-depth consideration of available evidence to see if particular protected groups are more likely to be affected than others. Equal treatment does not always produce equal outcomes; sometimes authorities will have to take particular steps for certain groups to address an existing disadvantage or to meet differing needs.

- **What course of action does the assessment suggest that I take? Is it justifiable?**

The assessment should clearly identify the option(s) chosen, and their potential impacts, and document the reasons for this decision. There are four possible outcomes of an assessment of the impact on equality, and more than one may apply to a single proposal:

Outcome 1: No major change required when the assessment has not identified any potential for discrimination or adverse impact and all opportunities to advance equality have been taken.

Outcome 2: Adjustments to remove barriers identified by the assessment or to better advance equality. Are you satisfied that the proposed adjustments will remove the barriers identified?

Outcome 3: Continue despite having identified some potential for adverse impacts or missed opportunities to advance equality. In this case, the justification should be included in the assessment and should be in line with the duty to have 'due regard'. For the most important relevant policies, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact, as discussed below.

Outcome 4: Stop and rethink when an assessment shows actual or potential unlawful discrimination.

• Are there plans to alleviate any negative impacts?

Where the assessment indicates a potential negative impact, consideration should be given to means of reducing or mitigating this impact. This will in practice be supported by the development of an action plan to reduce impacts. This should identify the responsibility for delivering each action and the associated timescales for implementation. Considering what action you could take to avoid any negative impact is crucial, to reduce the likelihood that the difficult decisions you will have to take in the near future do not create or perpetuate inequality.

Example: A University decides to close down its childcare facility to save money, particularly given that it is currently being under-used. It identifies that doing so will have a negative impact on women and individuals from different racial groups, both staff and students.

In order to mitigate such impacts, the University designs an action plan to ensure relevant information on childcare facilities in the area is disseminated to staff and students in a timely manner. This will help to improve partnership working with the local authority and to ensure that sufficient and affordable childcare remains accessible to its students and staff.

• Are there plans to monitor the actual impact of the proposal?

Although assessments of impact on equality will help to anticipate a proposal's likely effect on different communities and groups, in reality the full impact of a decision will only be known once it is introduced. It is therefore important to set out arrangements for reviewing the actual impact of the proposals once they have been implemented.

6B What happens if you don't properly assess the impact on equality of relevant decisions?

If you have not carried out an assessment of impact on equality of the proposal, or have not done so thoroughly, you risk leaving yourself open to legal challenges, which are both costly and time-consuming. Recent legal cases have shown what can happen when authorities do not consider their equality duties when making decisions.

Example: A court recently overturned a decision by Haringey Council to consent to a large-scale building redevelopment in Wards Corner in Tottenham, on the basis that the council had not considered the impact of the proposal on different racial groups before granting planning permission.

However, the result can often be far more fundamental than a legal challenge. If people feel that an authority is acting high-handedly or without properly involving its service users or employees, or listening to their concerns, they are likely to become disillusioned with you.

Above all, authorities which fail to carry out robust assessments of the impact on equality risk making poor and unfair decisions that could discriminate against particular protected groups and perpetuate or worsen inequality.

As part of its regulatory role to ensure compliance with the equality duty, the Commission will monitor financial decisions with a view to ensuring that these have been taken in compliance with the equality duty and have taken into account the need to mitigate negative impacts where possible.

Mayor and Cabinet			
Report Title	Savings proposals and the future of the Youth Service		
Key Decision	Yes	Item No.	
Ward	All		
Contributors	Executive Director (Children and Young People), Executive Director (Resources and Regeneration), Head of Law		
Class	Part	Date	12th November 2014

1. Summary

As part of the Council's budget strategy for 2015 - 2018, the Youth Service presents proposals for savings of at least £1.4m. The report also sets out two options for consideration on the future of the Youth Service to allow planning to proceed into future years.

Option 1 looks at the potential employee mutualisation of the Youth Service following initial reductions.

Option 2 considers reducing the Service to a statutory service only model and increasing the savings by a further £1.7m.

2. Purpose

- 2.1. The purpose of this report is to outline for the Mayor the savings reduction options being put forward in response to Council-wide savings requirements.

3. Recommendations

The Mayor is recommended to:

- 3.1. agree the base savings of £1.4m, subject to consultation including:
- 3.1.1. a reduction to youth worker capacity and removal of Council staff from two youth sites, namely Rockbourne and Ladywell
 - 3.1.2. a reduction to commissioned provision by 31% (£293,000), as set out in section 6.11
 - 3.1.3. a reduction to management and business support staff as set out in section 6.9 and 6.14
 - 3.1.4. further efficiency savings as set out in section 6.12
- 3.2. agree the reshaping of youth re-engagement services (see section 6.13):

- 3.2.1. re-specify the specialist 1:1 service and fund it from other sources
- 3.2.2. re-specify the NEET Programme in accordance with Raising the Participation Age (RPA) and alternatively fund the programme.
- 3.3. Agree that consultation proceeds as appropriate as outlined in 3.1 above and that a report is brought back for decision.. .
- 3.4. Agree that consultation is begun on the future of the Youth Service including Options 1 and 2 as set out in the report with a report being brought back prior to decision.:
- 3.5. Agree the timetable for implementation of the savings (see section 11).

-

4. Policy context

Local Policy

- 4.1. The proposals within this report are consistent with the Council's corporate priorities and its need to identify significant savings over the next three fiscal years. In particular, the proposals relate to the Council's priorities regarding Young People's Achievement and Involvement, Protection of Children, and Community Leadership and Empowerment, in line with the Children & Young People's Plan of 2012 – 2015.

National Policy

- 4.2. Positive for Youth was launched in December 2011 as a broad-ranging strategy detailing the Government's approach to youth provision. The strategy calls for 'a new partnership approach' in local areas – between businesses, charities, public services, the general public and young people – to provide more opportunities and better support to young people.
- 4.3. The priorities of last year's restructure were aligned with this strategy.
- 4.4. Positive for Youth promotes early and positive support to reduce the chances of public funds being wasted in holding young people in expensive secure provision or managing the remedial effects of inadequate support and assistance as they reach young adulthood.
- 4.5. The key strategic themes contained in Positive for Youth and Lewisham's Children and Young People's Plan are as follows:
 - Helping young people to succeed
 - Promoting youth voice
 - Early intervention
 - Supporting stronger local partnerships
 - Strengthening communities and the voluntary sector

5. Background

- 5.1 Since May 2010, the Council has reduced its budget by c.£93m. In response to reductions in Government grants, the Council is planning to make further savings of £85m by the close of 2017/2018.
- 5.2 During 2013/2014, the Youth Service implemented a significant organisational restructure. The restructure released savings of £1.03m. These savings were achieved primarily by reducing staff headcount by 18.1 FTE, including a 72% reduction in management, removing youth work staff from two youth centres – Grove Park Youth Centre and Oakridge Youth Centre – and generally ensuring more efficient operations across the service.
- 5.3 The restructure created a leaner, more efficient service more capable of responding to young people's needs. It also introduced a significantly larger commissioning pot from which voluntary sector and other providers could bid to run youth services.
- 5.4 In this first year post-restructure, the Service has been embedding performance management, income generation and contract management capabilities.
- 5.5 The Youth Service maintains the following aims:
- 1) Encourage others, as well as the Council, to deliver a vibrant range of activities for all our young people to enjoy and benefit from, and to recognise that all activities for young people across Lewisham and London are an important part of our youth offer.
 - 2) To support young people in Lewisham in need of extra help, to achieve the skills they need to become happy, healthy and successful adults.

These aims work to engender the following outcomes for young people:

- 1) Improved life skills
 - 2) Increased involvement in education, employment or training
 - 3) Staying safe and well, and preventing needs from escalating
- 5.6 The Youth Service provides and facilitates access to a range of activities for young people through a combination of direct delivery, support to access delivery provided by other organisations, and commissioning and partnering with the private, voluntary and independent (PVI) sector. The activities are now focused on developing young people's life skills as agreed in the previous reorganisation of the service.
- 5.7 Provision includes positive activities for young people, offering them places to go and things to do, including social and cultural activities, sports and play, and

early intervention services. The Youth Service also offers informal education, advice and guidance on career choices and healthier lifestyles, and information concerning the dangers of substance misuse.

5.8 The Service's specialist support for young people in relation to education, employment and training consists of 9 specialist one-to-one youth workers, each holding a maximum caseload of 15 cases at any one time, with an annual service reach of c.270 young people. Alongside a one-stop 'holistic support' shop, Baseline, in Lewisham town centre and a variety of commissioned providers, the Service provides one-to-one youth work and information, advice and guidance for the Borough's most vulnerable including support to young fathers, young women and those considering their sexuality. Additionally, the NEET Programme has been offering four 6 week work support programmes for young people who are not in education, employment or training. As a part of the 2013/14 restructure the scheme is changing to become a 12 week Government-recognised traineeship, in partnership with Bromley College, from September 2014. The programme will run 3 times a year in line with school terms. It will continue to work with the same cohort of vulnerable young people, however the longer traineeship will allow them to achieve more robust qualifications, offer accredited numeracy and literacy support and stronger pathways post completion. The scheme will also allow participants to continue to receive out of work benefits whilst on the scheme.

5.9 All of these activities and support systems take place at 7 Council-run youth centres, 5 Council-run adventure playgrounds, via street based work, at Baseline and at a variety of non-council run venues across the Borough.

6 Savings proposal of £1.4m

6.1 With the following savings proposals, the general scope of the Service would remain intact. Under this proposal, staffing levels would be reduced to the minimum level believed necessary to operate an ELM in the future.

6.2 In order to release savings across the Service, it is proposed the Service retain 5 youth centres and 5 APGs, while removing staff from 2 youth centres and ending the Service's street based capacity, reducing front-line staff headcount commensurately. The recommendations as to which two centres would be offered to the voluntary sector or closed are based on factors such as location, the potential for the PVI sector to deliver provision from the sites, and the attractiveness of the remaining facilities to generate income.

6.3 Appendix 2 shows a map of the current youth centres and adventure playground sites.

6.4 It is therefore proposed to close or find alternative providers for youth provision at Ladywell Youth Village and Rockbourne Youth Centre. Both centres already have alternative non-Youth Service provision running from them. Rockbourne

offers short break provision two weekday evenings and Saturdays, and Ladywell offers short break provision on Saturdays. Rockbourne is due to host a scout group from October, whilst Ladywell operates as an adult day care centre the majority of the time. These proposals could allow these provisions to continue and the sites to remain open, enabling the savings to result only from the reduction of Youth Service youth work staff and their delivery of mainstream youth provision.

- 6.5 In both cases, it is proposed the sites remain open in order for short breaks to continue and potentially increase and/or voluntary sector provision to continue and potentially increase.
- 6.6 The Youth Service would continue to directly run the following youth sites:
- 1) Bellingham Gateway Youth & Community Centre, Bellingham
 - 2) Honor Oak Youth Club, Brockley
 - 3) Riverside Youth Centre, Deptford
 - 4) The New Generation Youth Centre (TNG), Sydenham
 - 5) Woodpecker Youth Centre, New Cross
 - 6) Deptford Adventure Playground, Deptford
 - 7) Dumps Adventure Playground, Bellingham
 - 8) Home Park Adventure Playground, Sydenham
 - 9) Ladywell Adventure Playground, Ladywell
 - 10) Honor Oak Adventure Playground, Brockley
- 6.7 The Youth Service's street-based outreach capacity is comprised of 3.4 FTE Support Youth Workers. It is proposed the Youth Service remove this capacity in its entirety. Street-based outreach is not currently a stand-alone team of youth workers dedicated solely to outreach work; it is staffing capacity only. Because of current support staff vacancies the Service is only operating a limited street-based outreach capacity at the moment. Current outreach is used to inform young people of what the Service offers and spur their participation at our youth sites. Our Participation and Engagement Officer's role involves outreach work and it is hoped that some of the loss of street-based capacity could be mitigated by the communications work of the Participation and Engagement Officer. Outreach work could continue with the proposed reduction in staffing, but this would impact the Service's ability to deliver centre-based activities.
- 6.8 Ending Council-run provision at 2 youth centres and removing the street-based outreach capacity would result in a staff headcount reduction of 7.5 FTE Youth Workers (3 FTE Senior and 4.5 FTE Support workers - from 17.5 FTE to 10 FTE). The Youth Service programming provision budget would be reduced commensurate with the end of activity at 2 centres. This reduction would yield a saving of £273,000.

- 6.9 It is proposed that the Specialist Support Manager post be removed from the staffing structure, enabling management of the NEET Programme to be absorbed by remaining managerial staff.
- 6.10 The current Service structure contains 60.7 FTE. The proposed structure will contain 50.2 FTE – a projected staffing reduction of 10.5 FTE and a total saving of £418,000.
- 6.11 In order to release further budget savings, but still maintain the Service's relationship with the community and voluntary sector, it is proposed that commissioning funds be reduced in line with the savings required by the Council – a reduction of 31% (£293,000). During the last restructure, commissioning funds were doubled. A reduction of 31% will still enable the Service to commission an amount greater than what was available in 2012/13. Commissioning funds are used to procure from the private and voluntary sector a broad range of provision that supplements the Youth Service's direct delivery and ensures diversity of youth provision across the borough, as well as offers elements of specialist activities that the Service could not offer alone. A process for downsizing current commissioning arrangements would commence from October/November.
- 6.12 The Service currently allocates monies for training, a level of public resource IT, print materials, stationery and other miscellaneous expenses. It is proposed the Service identifies efficiencies in this area of its budget, enabling a saving of £24,000.
- 6.13 The Service will generate income by renting space to private and community sector users and bidding for relevant, available grants. It is proposed the Service aims to generate a minimum of £100k of income to mitigate some of the reductions. Based on current projections and the retention of at least 5 youth centres and 5 adventure playgrounds, it is feasible the Service will reach this target of £100k by the end of 2015/2016.

Reshaping youth re-engagement services

- 6.14 There are three elements of the current service that are proposed to be brought together more strategically to form a youth re-engagement service that operates under the aegis of the Youth Service in the short term, but would remain with the Council if the Youth Service mutualises or is reduced to a statutory service. In the case of the former, the Council could commission an ELM to provide services, if doing so yields better value and is in the best interest of young people. This would leave a resource of £705k focused on re-engaging young people for 2015/16. The elements of this service are:
- a) Specialist 1:1 Service
 - b) The NEET Programme

c) NEET tracking services

- a) **The Specialist 1:1 Service** is an outreach service operated out of Baseline in Lewisham Town Centre. It is currently comprised of 9 FTE Specialist Youth Workers, 1 FTE Specialist 1:1 Coordinator and 1 FTE Specialist Support Manager, representing a total cost of £450k. The service works with young people and offers individual support to empower them to become resilient and support themselves through issues and to help them achieve positive life outcomes. The service also supports emergency situations, signposting to others and delivers holistic information, advice and guidance. The proposal is to remove the Specialist Support Manager post, as noted above in section 6.8, leaving a budget of £390k and then consider the best means to continue delivery. This could be via re-specification and potential commissioning of the service as part of the Targeted Family Support Service. Regardless of form, it is proposed that savings are made as set out and the reduced service be funded through use of the Government's Troubled Families Grant and income from other sources which are being currently investigated, including the Education Funding Agency and schools.
- b) **The NEET Programme** currently operates out of the The New Generation (TNG), runs four times a year and comprises 1 FTE Specialist Group Work Coordinator, 1 FTE Senior Youth Worker, 1.2 FTE Support Youth Workers and programme costs. The total current cost of the service is £197k. As a part of the 2013/14 restructure the scheme has already undergone changes set to begin in September 2014. These make the scheme a formal traineeship. Whilst the programme will continue to work with the same demographic of young people, it will reduce to 3 programmes per year, but increase the length of each to 12 weeks, offer literacy and numeracy qualifications and be funded in-part by Bromley College. It is proposed that, further to these changes, initial savings of £82k be made by removing the Specialist Group Work Coordinator post and further reducing the programming costs. This will leave a budget of £115k. The then reduced service would be funded via alternative monies from schools, colleges and the Education Funding Agency.
- c) The Council has a statutory responsibility to monitor and track NEETs and to support vulnerable NEETs. It is proposed that this element of the Youth Service remains intact, with 1 FTE NEET Tracking Manager, 1 FTE NEET Tracking Coordinator, 1 FTE NEET Tracker, the information management system and a communications budget. Minor reductions are proposed to be made to the communications budget. This will leave a budget of £200k.

The £705k total cost of a re-engagement service is:

- a) £390k for specialist 1:1 support services
- b) £115k for NEET Programme
- c) £200k for tracking young people who are NEET

7. Options for the future of the Youth Service

7.1 It is important strategically to set an end option for the Youth Service due to further Council funding reductions required in subsequent years. Annual reductions to the Service would have a detrimental effect on young people and frontline staff who serve them, making it difficult to involve young people in the face of diminishing provision and motivate and retain talented staff in the face of continuing requirements for redundancies. The following two options are proposed in order to forestall these and other negative implications. Other options, such as further reducing the service or commissioning out all or part of the service were considered by officers but have not been recommended because they do not offer either the same level of potential savings to the Council or the possibility of maintaining as much of the service as possible with reduced funding to the Council.

7.2 Option 1: mutualise the Youth Service

7.2.1 Option 1 proposes moving to an ELM after the initial savings are made. This would require a lead-in time of one year to research, develop and prepare for an ELM, and then at least three more years to support an ELM on a contractual basis.

7.2.2 Mutualisation, or the development of an employee-led mutual (ELM), refers to a council or state entity that spins-away from its parent statutory body, enjoys enhanced autonomy concerning governance and provision, and continues to deliver vital public services whilst reinvesting financial surpluses back into the organisation.

7.2.3 The initial savings proposals already described would leave intact a service model that is believed could become a viable business.

7.2.4 The benefits of mutualising the Youth Service are as follows:

- There would be a greater opportunity for involvement of young people in the Borough by allowing them to become part owners of the ELM and have an elected place on its board.
- The ELM would have greater flexibility to strategise, innovate and better meet the needs of end users and stakeholders.
- As an ELM, the entity could avail itself of grant funding streams, sponsorships and income generation opportunities currently unavailable to local authorities.
- A good level of youth provision would be maintained in the Borough long-term with reduced or potentially no funding from the Council.
- Moving to an ELM has the potential to influence positively organisational behaviour, particularly with regard to creating a shared sentiment of staff ownership, minimising sick days and increasing influence over future decisions.

- The Council would retain a relationship with a staff group that maintains already-established relationships with young people and community members in the Borough.
 - Opting out of the Council would reduce longer-term liabilities to the Council.
- 7.2.5 If Option 1 is agreed, the Youth Service would immediately enter into the planning and scoping stages of creating an ELM. This would include financial and consultative support from the Cabinet Office Mutuals Support Programme. The Council would need to be clear in the funding agreement setting up the ELM what its core requirements are while it continues to provide funds. It will be important, however, to secure for the ELM as much freedom as possible during and after the planning stages.
- 7.2.6 The Youth Service would need to retain significantly more autonomy than at present during the lead-up period and subsequent 3-5 years of operation. This would be to ensure an ELM can raise funds, adjust the balance between commissioned and direct provision, allow staff to build an organisation underpinned by a social business ethos, and form strategic alliances that would maximise the ability for an ELM to succeed.
- 7.2.7 A Youth Service ELM would continue to deliver universal and targeted youth provision whilst reinvesting any financial surpluses back into the organisation. The entity would be initially funded via a Council contract and generate income through grant funds, corporate and individual philanthropy, space rentals, charges to schools and subcontracting arrangements.
- 7.2.8 There are currently two youth service ELMs in operation in England – Epic CIC (formerly Kensington & Chelsea’s Youth Service) and Knowsley Youth Mutual (formerly Knowsley’s Youth Service). Should the Youth Service mutualise, there will be lessons to learn from those that have gone through the process and now operate as independent entities. There would also be learning from other areas of the Council that have followed similar strategies, including Wide Horizons, Education Business Partnerships, Libraries and housing.
- 7.2.9 However, the two ELMs in operation are still fairly new and it is unclear yet whether they will be able to become completely self-supporting organisations with no funding from “their” Council. While it would be the intention that our ELM would become self-supporting after 3 years, and that the Council could then realise full savings, there is a risk that it would not achieve that aim. In that case, a decision would need to be made as to whether the Council continues to support the ELM financially or not.
- 7.3 Option 2: Reduce the Youth Service to a statutory service only model, releasing further savings of £1.7m

- 7.3.1 Option 2 proposes reducing the Youth Service to a statutory service only model now, leaving intact capacity to uphold our minimum statutory requirements to facilitate access to non Council-run youth provision, track NEET young people and report results to Government using a Client Caseload Information System.
- 7.3.2 The cost of this service would be £300,000 (facilitation £100k and NEET tracking £200k), releasing a further £1.7m on top of the £1.4m proposed earlier in the report. Where the current structure is comprised of 60.7 FTE the proposed structure would be comprised of 4 FTE – a reduction of 56.7 FTE. The remaining service would be managed by the NEET Tracking Manager or by a post within the broader CYP structure. The four FTE posts remaining would be:
- 1) Participation & Engagement Officer
 - 2) NEET Tracking Manager
 - 3) NEET Tracker
 - 4) NEET Coordinator
- 7.3.3 Given this, all youth centres and APGs would be supported to be passed into the hands of others in the community to run, or they would be closed; all youth workers, managers and all but one commissioning and business support staff would be made redundant and all commissioned and direct provision would end.

8. Implications of initial £1.4m savings

8.1 On staff and service provision

- 8.1.1 The Service and its current capacity would be reduced and a level of redundancy would be unavoidable. Clear lines of management would remain and the breadth of individual responsibilities would increase in line with the terms of job descriptions.
- 8.1.2 The current structure has 60.7 FTE posts. There are currently 58.14 FTE staff in post, which is comprised of 89 people. The vacancies currently are 2.56 FTE posts.
The proposed structure will have 50.2 FTE. This is a proposed reduction of 10.5 FTE. This reduction is comprised of 1 FTE SO1, 4.5 FTE Sc5, 1 FTE PO6, 1 FTE PO3, 3 FTE PO1 . All reductions would first be made by not filling vacancies. Due to the number of part-time contracts within the current Service, it is not currently possible to calculate the exact number or make-up of employees who may be redundant.
- 8.1.3 Reducing youth worker and site capacity could cause demand to exceed supply, forcing certain sites to absorb the impact that stems from site closures. To mitigate this, the service proposes that it retain 1 fte Support Youth Worker beyond the minimum in order to provide enhanced staffing when necessary.

8.1.4 Reducing the commissioning fund may impact on some voluntary sector providers.

	Current	Proposed	Difference
Full-time equivalents (FTEs) in post	60.7	50.2	10.5

9. Implications of Option 1

9.1 On staff

9.1.1 Following the initial savings of £1.4m, any remaining staff at the point of transfer would be transferred in accordance with TUPE to the ELM. Part of the ELM development work may indicate the need for re-shaping or re-sizing prior to transfer. The details of this would be part of the ELM planning and development work as to how liabilities may be covered. This would need to include how liabilities for the Local Government Pension Scheme could be met. It is unlikely that the ELM would be able to meet these liabilities at the outset. In the two ELMs currently operating, their local authorities have kept the liabilities for transferred staff.

9.1.2 Employees of the ELM would hold non-dividend shares and share ownership of the entity.

9.1.3 Employees would be involved directly in the strategic direction and governance of the ELM. The governance structure would enable elected staff members a voting role on the board of directors.

9.1.4 Employees would be responsible to take part in business skills training to enhance their existing skill-sets and contribute commercial acumen to the ELM.

9.1.5 Youth workers would continue their roles as youth workers and maintain their existing relationships with young people.

10. Implications of Option 2

10.1 On staff

10.1.1 The Service would no longer be retained and a high level of redundancy would be unavoidable. Only those posts with responsibility for ensuring a statutory duty would be retained.

10.1.2 The current Service structure is comprised of 60.7 FTE posts (including 2.56 FTE vacancies). There are currently 89 people in post. The proposed structure would contain 4 FTE – a post reduction of 56.7 FTE. The maximum redundancy cost to the Council is estimated at £496k.

11. Timetable for savings

Activity	Date
Scrutiny Paper (publically available)	23 rd Sept '14
Scrutiny process occurs	Oct '14
Mayor and Cabinet decision	Nov '14
Consultation of Options 1 and/or 2	Nov '14 – Jan '15
Mayor and Cabinet decision	Feb '14
Full Council decision	Feb '14
Implementation of savings	April '15 – July '15
If Option 1, ELM planning process	April '15 – April '16
If Option 1, ELM spin-out and contracting	May '16 – May '19

12. Financial implications

12.1 Initial savings of £1.4m and Option 1

12.1.1 The current controllable revenue budget for the Youth Service is £3,461,000. The proposals would result in immediate savings of £801,000, use of Troubled Families Grant, alternative funding of £505,000 and income generation of £100,000. Taken together these will result in a savings to the controllable budget of £1,406,000.

12.1.2 The proposal is based on an estimated minimum saving of £1,406,000 to the Youth service controllable budget. The delivery of this in the first year will depend on the timing of implementation including notice periods of staff made redundant.

12.1.3A significant portion of the savings £505k or 36% is dependent upon alternative income sources such as the Education Funding Agency, Schools and other contributions. These sources are not yet determined and represent a risk in terms of achievability of the savings.

12.1.4There will be redundancy costs for the Council emerging from these proposals, although at this stage it is too early to calculate the exact amount, which depends on those staff identified for redundancy. The maximum estimated redundancy cost for the service is £154,000. However, the actual redundancy cost is likely to be lower than this.

12.1.5 Any buildings no longer used by the Youth Service will need to be considered either for use by alternative community providers or placed onto the asset transfer register. Since the majority of building maintenance costs sit outside the Youth Service controllable budget, costs for sites, if open, will still need to be factored into wider council budgeting. Any revenue savings on premise running costs will accrue to the corporate asset management savings account.

- 12.1.6 Given the reductions to staff and buildings, there will be implications for the Youth Service non-controllable budget. It is expected that savings will be made, though at this stage it is too early to early to determine what the exact amount will be.
- 12.1.7 Should the Youth Service mutualise, the total costs of service delivery would need to be established. These include ICT, building maintenance, Human Resources, legal services and costs for all back office services (i.e. items not in the control of the Youth Service currently). The sum of these costs would need to accrue to an ELM's revenue budget and be controlled by the entity. The level of this further saving would be dependent on the success of the ELM and Council's strategic and financial decisions at the time. It is expected that an ELM could procure support services cheaper than current corporate contracts, specifically in terms of IT. This would be as a result of different specification for organisation-wide services and that, as a stand-alone entity, an ELM may be perceived differently and more favourably than the Council.
- 12.1.8 There would need to be consideration of how the ELM's pensions and redundancy liabilities might be met as set out in paragraph 9.1.1
- 12.1.9 After the implementation of the budget savings, the Youth Service controllable budget will be reduced by at least 41%. This decrease is proportionately greater than the proposed decrease to the total Council budget.

12.2 Option 2

- 12.2.1 The current controllable revenue budget for the Youth Service is £3,461,000.
- 12.2.2 The proposal is based on an estimated minimum saving of £3,161,000 to the Youth service controllable budget. The delivery of this in the first year will depend on the timing of implementation. After the implementation of the budget savings, the Youth Service controllable budget will be reduced by at least 91%. This decrease is proportionately greater than the proposed decrease to the total Council budget.
- 12.2.3 There will be redundancy costs for the Council emerging from these proposals, which depends on those staff identified for redundancy. The maximum estimated redundancy cost for the service is £496,000.
- 12.2.4 Any buildings no longer used by the Youth Service will need to be considered either for use by alternative community providers or placed onto the asset transfer register. Since the majority of building maintenance costs sit outside the Youth Service controllable budget, costs for sites, if open, will still need to be factored into wider council budgeting. Any revenue savings on premise running costs will accrue to the corporate asset management savings account.

12.2.5 Given the reductions to staff and buildings, there will be implications for the Youth Service non-controllable budget. It is expected that savings will be made, though at this stage it is too early to early to determine what the exact amount will be.

13. Legal Implications

13.1 Section 507B Education Act 1996 imposes a duty on local authorities, so far as is reasonably practicable to promote the well-being of persons aged 13-19 (and of persons aged up to 25 with learning difficulties) by securing access for them to sufficient educational and recreational leisure-time activities and facilities. A local authority can fulfil this duty by providing activities and facilities, assisting others to do so, or by making other arrangements to facilitate access, which can include the provision of transport, financial assistance or information.

13.2 Before taking any action under section 507B of the Education Act 1996 a local authority is required to take steps to assess whether it is beneficial for other agencies and individuals to provide services in its place and where appropriate, to secure that those services are provided by such agencies or individuals. There is also a statutory requirement to consult with such persons as the local authority consider appropriate as to whether it is expedient for the proposed actions to be taken by another person.

13.3 In carrying out its statutory responsibilities under section 507B of the Education Act 1996 a local authority is required to ascertain from young people in the authority's area their views on the existing provision and the need for any additional provision, and to take those views into account.

13.4 Local authorities are required to supply and keep up to date information regarding those leisure-time activities and facilities that are available locally.

13.5 Section 68 of the Education and Skills Act 2008 places a duty on local authorities to make available to young people and relevant young adults for whom they are responsible such services as they consider appropriate to encourage, enable or assist them to engage and remain in education or training.

13.6 The proposals set out in this report have to be consistent with the local authorities ability to meet its statutory responsibilities.

13.7 In relation to any staff reorganisations and/or redundancies the Council will have to comply with general employment legal obligations and the Council's Management of Change Guidelines.

13.8 The Recommendations in the Report refer to the exploration of further options for the delivery of the youth service. It is important that the Council, acting reasonably, does not limit its options unnecessarily when it comes to deciding upon the future of the service.

- 13.9 One option, which is to be considered amongst others in more detail and following consultation, in a further report, is the possibility of an employee led mutual (ELM) which is referred to at paragraph 7. Where two or more employees propose the setting up of a mutual to deliver Council services, this automatically triggers a requirement for a public tendering exercise under the Localism Act 2011.
- 13.10 However, the new draft Public Contracts Regulations 2015 which are due to come into force in the spring of 2015 (following an analysis of the consultation, which has just closed) permit local authorities to reserve the award of certain services including youth services to mutuals/ social enterprises. The maximum duration of such a contract is three years but this would enable a mutual to gain experience of running its own business before it is formally subject to procurement thereafter. It should be noted that it does not avoid the requirement a tendering exercise. It is expected, although not certain, that this new provision will remain in the Regulations once they become law as it is in accordance with the Directive which the Regulations are transmitting into UK law.
- 13.11 In addition, the Public Services (Social Value) Act 2012 (and the EU Directive) enables local authorities to take into account social and environment aspects of any contract they are procuring as well as the relevant skills and experience of the individuals involved when procuring any services. These changes may help a mutual.
- 13.12 It is suggested, as an option, that the mutual would become independent of the Council and the youth services will be provided outside Council responsibility. In this event, after a period of up to three years and a tendering exercise, there would be no contract between the Council and the ELM, (if it was successful in a procurement), as the Council would be divesting itself of the responsibility for the services provided by the mutual (other than the residual statutory duty under the Education Act 1996 set out above). Provided that the Council does not act in an anti-competitive manner, it may consider giving support to the ELM, either through some form of pump priming grant or the making of an asset available probably on a leasehold basis. Such support would be subject to State Aid rules but there are exemptions to and relaxations from State Aid rules for services such as these. Best value considerations would still apply.
- 13.13 The establishment of a mutual is a risky business for those involved in it. It may fail, and many personal resources may have been committed to it in a time of austerity. Those concerned with establishing such an organisation need to be conscious that once they move out of the Council they are effectively in the same position as any other external organisation.
- 13.14 Arrangements would have to be put in place to enable employees to work on establishing the mutual without coming into conflict with the Council.

- 13.15 Fuller legal implications on this option and other options put forward will be contained in the further report put to Mayor and Cabinet if the Recommendations are agreed.
- 13.16 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.
- 13.17 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.
- 13.18 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.
- 13.19 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/>
- 13.20 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

13.21 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/>

14. Crime and Disorder Implications

14.1 There are no specific crime and disorder implications.

15. Equalities Implications

15.1 The Equalities Analysis Assessment can be found at Appendix 1.

16. Environmental Implications

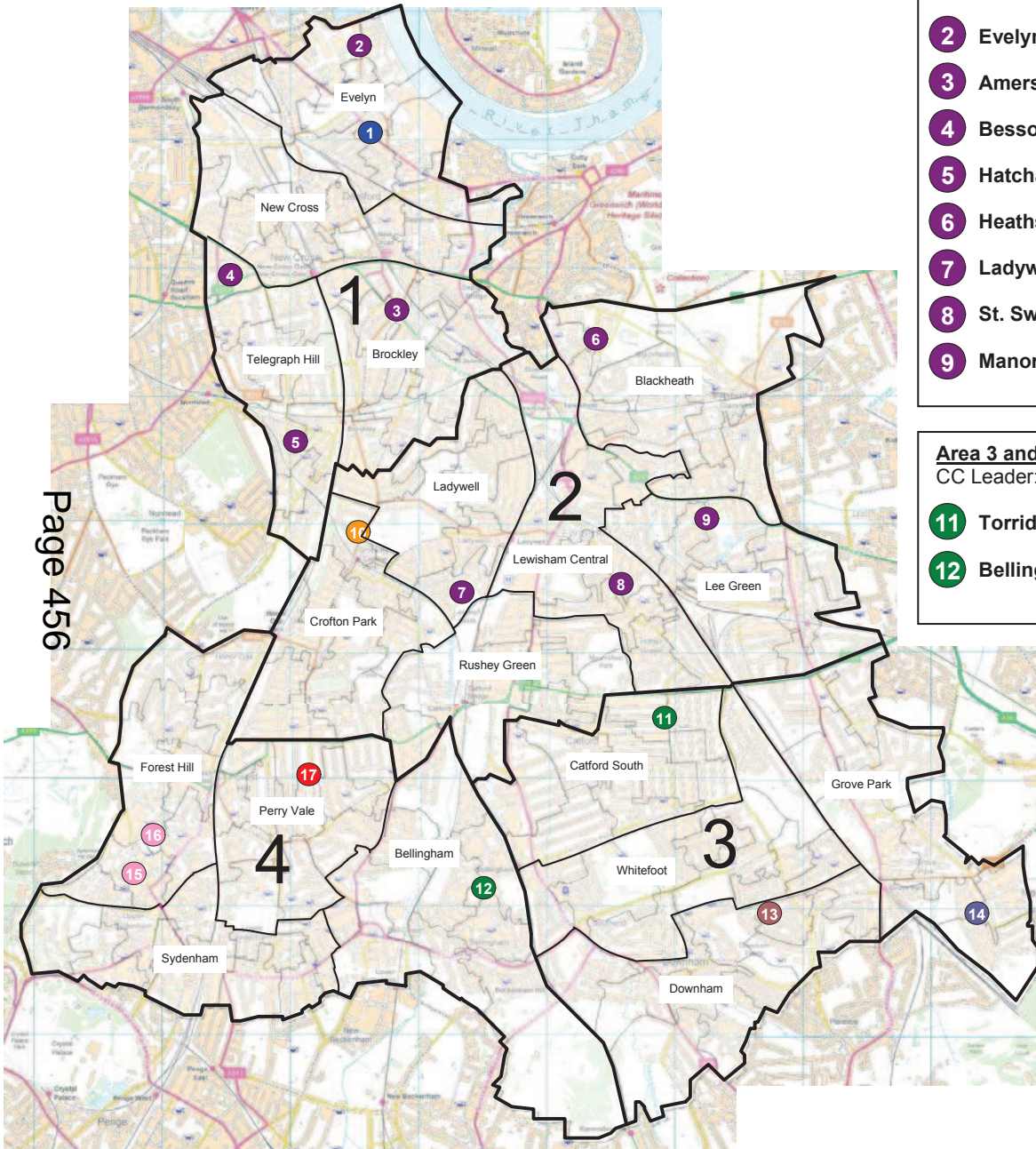
16.1 There are no specific environmental implications.

Background documents

None.

If there are any queries arising from this report, please contact Warwick Tomsett, Head of Targeted Services and Joint Commissioning, telephone 020 8314 8362.

Children's Centres in the London Borough of Lewisham



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Area 1 and 2 Provider: The Children's Society

CC Leader: Christine Fisher 020 8691 1777, christine.fisher@thechildrenssociety.org.uk

- 2 Evelyn Children's Centre**, 231, Grove St, Deptford, SE8 3PZ, 020 8691 1064
- 3 Amersham Children's Centre**, 75 Amersham Rd, New Cross, SE14 5AE, 020 8691 1777
- 4 Besson Street Children's Centre**, Besson St Gardens, New Cross, SE14 6QQ (contact Evelyn CC)
- 5 Hatcham Oak Children's Centre**, 29 Wallbutton Rd, Brockley, SE4 2NX, 020 7732 8803
- 6 Heathside and Lethbridge Children's Centre**, Melville House, Sparta St, SE10 8DP, 020 8694 1287
- 7 Ladywell Children's Centre**, 30 Rushey Mead, Ladywell, SE4 1JJ, 020 8690 6696
- 8 St. Swithun's Children's Centre**, Hither Green Lane, SE13 6RW (contact Evelyn CC)
- 9 Manor House Children's Centre**, Old Rd, Lee, SE13 6RW, 020 8852 5408

Area 3 and 4 Provider: Pre-School Learning Alliance

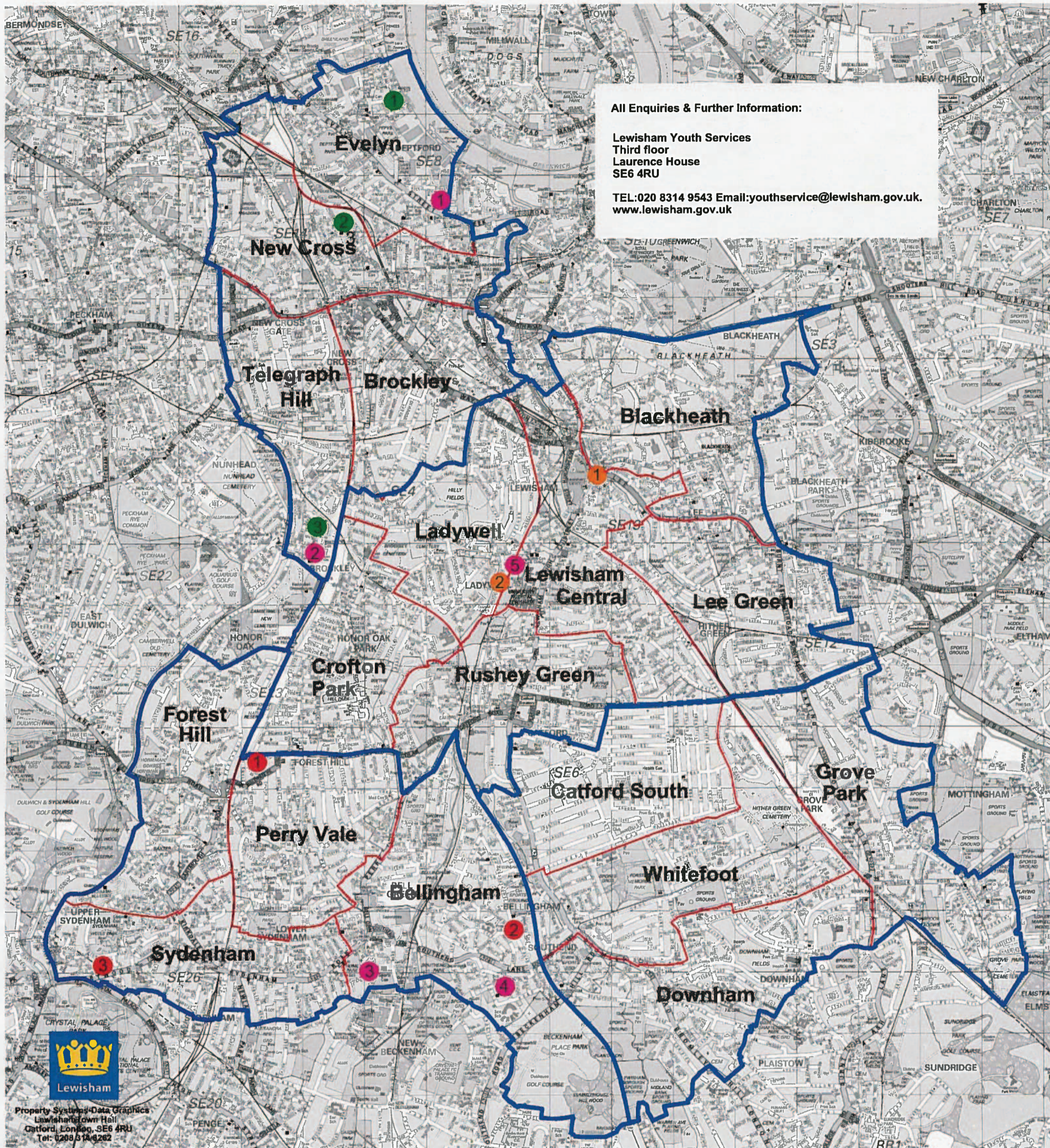
CC Leader: Loscinia Smarth 020 8698 3800, loscinia.smarth@pre-school.org.uk

- 11 Torridon Children's Centre**, 103 Torridon Rd, Catford, SE6 1RQ, 020 8695 9648
- 12 Bellingham Children's Centre**, 109a Randlesdown Rd, Bellingham, SE6 3HB, 020 8695 6236

School Run Children's Centres

- 1 Clyde Early Childhood Centre** Alverton St, Deptford, SE8 5NH
CC Leader: Cathryn Kinsey 020 8692 3653, cmanager@clyde.lewisham.sch.uk
- 10 Beecroft Garden Children's Centre** Beecroft Rd, Brockley, SE4 2BS
CC Leader: Victoria Horner 020 8694 4958, vhorner2.209@lgflmail.org
- 13 Downderry Children's Centre** Shroffold Rd, Downham, BR1 5PD
CC Leader: Emily Arnold 020 8695 5915, earnold6.209@lgflmail.org
- 14 Marvels Lane Children's Centre** Riddons Rd, Grove Park, SE12 9R
CC Leader: Christine Turner 020 8851 2129, cturner18.209@lgflmail.org
- 15 Kelvin Grove and Eliot Bank Children's Centre [Jointly Managed]**
Kelvin Grove Children's Centre Site, Kirkdale, Sydenham, SE26 6BB
Eliot Bank Children's Centre Site, Thorpewood Avenue, Sydenham, SE26 4BU
CC Leader: Jess Towlson 020 8613 0172, jtowlson@kelvingrove.lewisham.sch.uk
- 17 Kilmorrie Children's Centre** Kilmorrie Road, Forest Hill, SE23 2SP
CC Leader: Regan Lacey 020 8699 7802, rlacey@kilmorrie.lewisham.sch.uk

Lewisham Youth Services



All Enquiries & Further Information:

Lewisham Youth Services
Third floor
Laurence House
SE6 4RU

TEL:020 8314 9543 Email:youthservice@lewisham.gov.uk
www.lewisham.gov.uk

- NORTH (AREA 1)**
- 1. Riverside Youth Club (D)
- 2. Woodpecker Youth Club (D)
- 3. Honor Oak Youth Club (D)

- CENTRAL (AREA 2)**
- 1. Baseline (Drop in)(D)
- 2. Youth Village Centre (D)

- SOUTH WEST (AREA 4)**
- 1. Rockbourne Youth Club (D)
- 2. Bellingham Gateway Youth Club (D)
- 3. TNG Youth Club (D)

- ADVENTURE PLAYGROUNDS:**
- 1. Deptford Adventure Playground (D)
- 2. Honor Oak Adventure Playground (D)
- 3. Home Park Adventure Playground (D)
- 4. Dumps Adventure Playground (D)
- 5. Ladywell Fields Adventure Playground (D)

D: Youth facilities directly managed by London Borough of Lewisham Youth Services

Other facilities are funded by Youth Services and details can be obtained from our web site or by phoning the number above

Mayor & Cabinet			
Title	Comments of the Public Accounts Select Committee on the Lewisham Future Programme – 2015/16 Revenue Budget Savings Report		
Contributors	Public Accounts Select Committee	Item No.	
Class	Part 1	Date	12 November 2014

Reasons for lateness: The report is late as Public Accounts Select Committee had not held its meeting before the agenda despatch date for the Mayor & Cabinet meeting.

Reasons for urgency: The report is urgent because the views of the Select Committees need to be considered alongside the report from officers on the Lewisham Future Programme.

1. Summary

- 1.1 This report informs the Mayor & Cabinet of the comments and views of the Public Accounts Select Committee, arising from discussions held on the officer report entitled Lewisham Future Programme – 2015/16 Revenue Budget Savings Report at the meeting on 5 November 2014.

2. Recommendation

- 2.1 The Mayor & Cabinet is recommended to note the views of the Public Accounts Select Committee as set out in section 3 of this referral.

3. Public Accounts Select Committee views

- 3.1 On 5 November 2014, the Public Accounts Select Committee considered a report entitled Lewisham Future Programme – 2015/16 Revenue Budget Savings Report. The Committee resolved to advise the Public Accounts Select Committee of the following:
- 3.2 The Committee endorsed the referrals made by Select Committees to the Committee (attached at Appendix A) and asked that the Mayor takes these referrals into account alongside officer reports when taking a decision on the Lewisham Future Programme – 2015/16 Revenue Budget Savings Report.
- 3.3 The Committee noted the lack of proposals including shared services and asked that shared services options are explored fully in the next round of savings.

G1: Increasing income from schools SLA, debt collection, investment strategy and blue badges

- 3.4 The Committee agreed with the concerns raised by the Safer Stronger Communities Select Committee and also highlighted the reputational risk to the Council that could occur through the introduction of charges for issuing blue badges.

I1: Reduction in corporate management and professional support services

- 3.5 The Committee recommended that further savings in Corporate Communications should be explored.

4. Financial Implications

- 4.1 There are no financial implications arising out of this report per se; but there may financial implications arising from carrying out the action proposed by the Committee.

5. Legal Implications

- 5.1 The Constitution provides for Select Committees to refer reports to the Mayor and Cabinet, who are obliged to consider the report and the proposed response from the relevant Executive Director; and report back to the Committee within two months (not including recess).

Background papers

Lewisham Future Programme – 2015/16 Revenue Budget Savings Report - Meeting of the Public Accounts Select Committee, 5 November 2014

If you have any queries on this report, please contact Andrew Hagger, Scrutiny Manager (ext. 49446).

Public Accounts Select Committee			
Report Title	Lewisham Future Programme – 2015/16 Revenue Budget Savings – Select Committee views		
Key Decision	No	Item No.	5
Contributors	All Select Committees		
Class	Part 1	Date	5 November 2014

Reasons for lateness: The report is late as Select Committees had not held their meetings before the agenda despatch date for the Public Accounts Select Committee meeting.

Reasons for urgency: The report is urgent because the views of the Select Committees need to be considered alongside the report from officers on the Lewisham Future Programme.

1. Summary

- 1.1. This report informs the Public Accounts Select Committee of the comments and views of the Select Committees (which met in October and November) on the Lewisham Future Programme – 2015/16 Revenue Budget Savings report.

2. Recommendation

- 2.1. The Public Accounts Select Committee is recommended to note the views of the Select Committees as set out in this report.

3. Housing Select Committee Views

- 3.1. On 1 October 2014, the Housing Select Committee considered a report entitled Lewisham Future Programme – 2015/16 Revenue Budget Savings. The Committee resolved to advise the Public Accounts Select Committee of the following:

B1: Reduction and remodelling of Supporting People housing and floating support services

- 3.2. The Committee raised concerns about the combined impact of this proposal with reductions in funding for support services across the Council. The Committee recommended that the Council should work in a joined up way to mitigate the impacts of this proposal. The Committee believes that available resources should be focused on preventative services, where this is feasible.

4. Children and Young People Select Committee Views

- 4.1. On 2 October 2014, the Children and Young People Select Committee considered a report entitled Lewisham Future Programme – 2015/16 Revenue Budget Savings. The Committee resolved to advise the Public Accounts Select Committee of the following:

A6 and A8: Public Health programme review

- 4.2. The Committee raised concerns about the impacts of reductions in funding for Sexual Health and Maternal & Child Health (particularly vitamin D supplements and child death bereavement) and recommended that the Healthier Communities Select Committee should take particular consideration of these as part of its scrutiny of the A6 and A8 savings proposals.

K2: YOS reorganisation, changes in interventions & reduction in contracts

- 4.3. The Committee highlighted that reductions in spending from Lewisham, as well as potential reductions from other local authorities and purchasers of youth offending related services, could have a cumulative negative impact on service providers, meaning that services may no longer be viable in the future.
- 4.4. The Committee also recommended that the Safer Stronger Communities Select Committee should have the opportunity to scrutinise the K2 saving proposals

Q2: Reduction in Youth Service provision

- 4.5. The Committee supported Option 1 presented in the savings proposal and agreed that officers should pursue an employee-led mutual to deliver youth services from April 2016.
- 4.6. In addition, the Committee recommended that there is voluntary and community sector involvement and strong representation in the governance structures of any new mutual organisation.
- 4.7. The Committee raised concerns about the local impact of the savings proposals related to a reduction to youth worker capacity and removal of Council staff from the Ladywell and Rockbourne sites. The Committee recommended that alternative provision for current users of the service should be identified and made available in the local areas affected by the savings proposal.
- 4.8. The Committee highlighted that reductions in spending by the Council on youth related services across the organisation could have a cumulative negative impact on those providing services, meaning that services may no longer be viable in the future.
- 4.9. The Committee also recommended that the Safer Stronger Communities Select Committee should have the opportunity to scrutinise the Q2 saving proposals.

5. Healthier Communities Select Committee Views

- 5.1. On 21 October 2014, the Healthier Communities Select Committee considered a report entitled Lewisham Future Programme – 2015/16 Revenue Budget Savings. The Committee resolved to advise the Public Accounts Select Committee of the following:

Use of agency staff

- 5.2. The Committee questioned the Council's use of agency staff and consultants to provide services, in the context of staffing reductions. The Committee recommended

that the use of agency staff and consultants be reviewed before proposals were accepted to make reductions in numbers of permanent staff.

A1: Cost effective care packages

5.3. The Committee considered the savings proposal and highlighted concerns about the capacity of care workers to provide additional laundry and food preparation services. The Committee also highlighted its concerns about the number of people who would be affected by the changes being proposed to care packages. The Committee requested that additional information be sent to the Chair prior to his attendance at PAC. The information requested included:

- The number of people currently receiving meals on wheels divided into: those at home and those at day centres.
- The number of people who had chosen not to take meals on wheels in the past twelve months, including any evidence of the effectiveness of alternative provision.
- Confirmation that no additional consultation or training was required with care workers to enable them to take on extra food preparation and laundry duties.
- The number of care packages it is anticipated would be cancelled and the number that would be reduced as a result of the proposal, as a proportion of all users.
- Information about the hourly rate paid for direct payments and whether this is enough to allow a service user to employ a carer through a care agency and for the worker employed by that agency to receive the London Living Wage.
- An additional breakdown of the £2.68m to be saved as part of the proposals.

A2: reduction in cost of Learning Disability provision

5.4. The Committee was concerned about the language and the brevity of the proposal. It felt that the proposal was insufficiently detailed to enable it to be scrutinised effectively. The Committee recommended that the savings proposal be rewritten in advance of scrutiny by Public Accounts Select Committee.

A3: Changes to sensory service provision

5.5. The Committee highlighted the importance of ensuring that specialist training was available to staff and it requested additional information about the costs of buying in replacement information and advice services. The Committee requested that additional information be sent to the Chair prior to his attendance at PAC. The information requested included:

- Further details on how users with sensory impairments will obtain information and advice and make use of support planners.

A4: remodelling building based day services

5.6. The Committee expressed concern about the removal of access to building based day services and requested that additional information be sent to the Chair prior to his attendance at PAC. The information requested included:

- Information about the current provision for former users of Hughesfield day centre, setting out the proportion of users who had gone on to use other day centres.

A6 and A8 Public health programme review

- 5.7. The Committee felt that the proposal was insufficiently detailed to enable it to be scrutinised effectively. The Chair of Overview and Scrutiny proposed that special scrutiny arrangements be created for the proposals.
- 5.8. The Committee requested that additional information be made available about future provision of advice services in GP practices, in the context of the possible loss of services being provided by Citizens Advice.

A9: review of services to support people to live at home

- 5.9. The Committee felt that the proposal was insufficiently detailed to enable it to be scrutinised effectively. In particular, the Committee felt that there was insufficient information to explain the reasons for the 25 vacant posts in the existing structure. The Committee recommended that the savings proposal be rewritten in advance of Public Accounts Select Committee and updated information about the workforce profile be provided.

6. Sustainable Development Select Committee Views

- 6.1. On 30 October 2014, the Sustainable Development Select Committee considered a report entitled Lewisham Future Programme – 2015/16 Revenue Budget Savings. The Committee resolved to advise the Public Accounts Select Committee of the following:
 - 6.2. The Committee was keen to know what ICT changes and/or new systems were being considered in the areas of asset management and planning, as this was not specified in the proposals.

E1: Structural re-organisation of the Regeneration & Asset Management Division

- 6.3. The Committee noted that it was difficult to comment on the proposal without more detail on the new structure of the reshaped division and information on the areas that would be most affected by staff reductions; and requested that this information be made available as soon as possible.

E2: Optimisation of operational estate

- 6.4. The Committee recognised the potential benefits of increasing the use of school premises outside school hours, but noted that the targets set are ambitious and that it will be difficult to greatly increase the use of school premises for community use. Despite similar statements in the past, previous targets for greater community use of school premises have not yet been achieved.

H1: Restructuring of enforcement and regulatory services

- 6.5. The Committee broadly supported the proposals set out in principle, but asked for more detail and requested that further information is provided on staffing reductions and about what would be different in each of the current service areas in the new model of provision. The Committee were concerned that the proposals could end up being simply a reduction in staffing and wanted to ensure that an opportunity to

genuinely restructure services to enable better and more coordinated enforcement across the council would not be missed.

N1: Reduction in maintenance of some small parks, highways and reduced management costs

- 6.6. The Committee recognised the opportunities presented in greater involvement of park user groups. However the Committee felt that the risks associated needed to be properly addressed, including issues around insurance, getting involvement from local communities and properly supporting volunteers. One suggestion was that sponsorship opportunities could be explored.

N2: Reduction in street cleansing frequencies and cleansing management costs

- 6.7. The Committee highlighted its concerns around this proposal and the potential negative impacts it will have on the borough, including a more negative perception of and loss confidence in the Council and its ability to look after the borough amongst residents, as well a decrease in feeling of community safety.

7. Safer Stronger Communities Select Committee Views

- 7.1. On 3 November 2014, the Safer Stronger Communities Select Committee considered a report entitled Lewisham Future Programme – 2015/16 Revenue Budget Savings. The Committee resolved to advise the Public Accounts Select Committee of the following:

O1: End of the discretionary freedom pass scheme

- 7.2. The Committee recommended that further work be carried out to assess alternative options for the scheme. The Committee asked that, before a decision is taken to end the discretionary scheme, information be provided which sets out the financial and administrative implications of ceasing to issue new passes, whilst retaining the scheme for existing users. The Committee also recommended that options for changing the eligibility criteria for the scheme be further examined.

G1: Increasing income from schools SLA, debt collection and investment strategy (inc Blue Badges)

- 7.3. The Committee recommended that, before a decision is taken, information be made available about the provision of blue badges organisations, such as carer agencies and voluntary sector groups. The Committee believed that charging for these might generate a source of income to offset the costs for other users.

H1: Restructuring of enforcement and regulatory services

- 7.4. The Committee recommended that, before a decision is taken, further information be made available about the performance of the existing service, including: the number of calls received by the noise nuisance service and the service's peak periods of usage alongside an analysis of officer availability.
- 7.5. The Committee was concerned that the service would lose its resident focus and urged that further work be undertaken to ensure residents were aware of the action

being taken in response to their complaints. The Committee wanted to ensure that the service would be able to collect the information required to issue enforcement notices. The Committee requested that information be made available about any anticipated change in the number of enforcement notices likely to occur as a result of the changes to out of hours staffing.

- 7.6. The Committee recommended that the Council should work with housing association partners to join up out of hours services.

L1: Review of the main voluntary and community sector grants programme

- 7.7. The Committee expressed concern about the lack of grass roots LGBT activity in Lewisham and requested that the grants programme criteria be amended to encourage better engagement with Lewisham residents by strategic equalities organisations.

K1: Retendering and targeted reduction in drug and alcohol services

- 7.8. The Committee was concerned that other organisations and local authorities might use services that had been vacated by the Council for people from outside the borough with complex needs, thereby increasing pressure on other Council services. The Committee recommended that the Council should work proactively with partners and other local authorities to share information on out of borough residents and on the support services being delivered in the borough.

K2: Youth offending service reorganisation

- 7.9. The Committee recommended that the Public Accounts Select Committee should review to the impact of the saving being proposed for commissioning of services from community and voluntary sector groups.
- 7.10. The Committee recommended that further work should be carried out to determine whether there were areas of the Council which could benefit from the use of reparation services.
- 7.11. The Committee recommended that the Council should highlight its concerns about the impact of the changes to the probation service on the delivery of local services.

8. Financial Implications

- 8.1. Should the Committees' referrals result in the budget being changed, this may affect the amount of savings achieved, potentially resulting in a savings shortfall that would mean that alternative proposals would have to be identified and built into the budget planning process. However, as these decisions are ultimately for the Mayor (in recommending his budget), and then the Council, there are no direct or immediate financial implications arising from this report.

9. Legal Implications

- 9.1. The Constitution provides for Select Committees to make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process.

BACKGROUND PAPERS

Lewisham Future Programme – 2015/16 Revenue Budget Savings – Officer Report to the Select Committees (October and November 2014)

If you have any queries on this report, please contact Andrew Hagger, Scrutiny Manager (ext. 49446).

MAYOR AND CABINET			
Report Title	Lewisham Future Programme 2015/16 Revenue Savings - Further Information Requested by Select Committees		
Key Decision	Yes	Item No.	
Ward	All		
Contributors	Executive Directors for Community Services and Customer Services		
Class	Part 1	Date:	12 November 2014

Reason for Urgency

The information contained in the attached appendices have not been available for 5 clear working days before the meeting and the Chair is asked to accept them as an urgent item. The information was not available for despatch on Tuesday 4 November 2014 because the additional information requested by Select Committees in response to their referrals was still being collated. The appendices cannot wait until the next meeting as they are additional information in support of item 8 on the agenda.

1. Purpose of Report

- 1.1 The attached appendices provide further information in response to referrals on savings proposals made by Select Committees.

2. Recommendations

- 2.1 The Mayor is asked to note the additional information provided in relation to the following savings proposals:
- Appendix 1 - Reduction and Remodelling of Supported Housing and Floating Support Services – B1.
 - Appendix 2 - Restructuring of Enforcement and Regulatory Services – H1
 - Appendix 3 - Retendering and Targeted Reduction in Drugs and Alcohol Services - K1
 - Appendix 4 - YOS Reorganisation, Changes in Interventions Delivered, and a Reduction in Contracts – K2
 - Appendix 5 - End of Discretionary Freedom Pass Scheme – O1
 - Appendix 6 - A1, A3, A4, A6 and A8

3. Background

- 3.1 Safer Stronger Communities, Sustainable Development, Housing and Healthier Communities Select Committees made a number of referrals following their consideration of the savings proposals.
- 3.2 Officers were asked to respond to these referrals so that the information could supplement the Revenue Budget Savings report being presented to Mayor and Cabinet on 12 November 2014.

For further information please contact Geeta Subramaniam-Mooney, Joan Hutton or Dee Carlin on 020 8314 8675 or Ralph Wilkinson on 020 8134 6040.

Appendix 1

Lewisham Future Programme 2015/16 Revenue Budget Savings Report

Mayor and Cabinet 12 November 2014

Housing Select Committee Referral Response – Reduction and Remodelling of Supporting People Housing and Floating Support Services – B1

1. Background

1.1 Housing Select Committee requested further details in relation to saving proposal B1 - Reduction and remodelling of Supporting People Housing and Floating Support Services.

2. Referral

2.1 *The Committee raised concerns about the combined impact of this proposal with reductions in funding for support services across the Council. The Committee recommended that the Council should work in a joined up way to mitigate the impacts of this proposal. The committee believes that available resources should be focused on preventative services, where this is feasible.*

3. Response

3.1 Officers are working hard across departments to ensure that the impacts of these reductions are kept to a minimum. Due to these actions officers are confident that the savings can be delivered with the minimum of disruption to services and service users.

3.2 The risks relating to this proposal outlined in the original paper were highlighted to demonstrate that a full analysis had been undertaken rather than to suggest that these impacts would necessarily be felt as a result of the proposals.

3.3 Further details of the mitigating actions for each of these risks are presented below:

Risk	Mitigation actions
1. Households becoming homeless	The impact of this will be mitigated by targeting the remaining services at those most in need.
<i>Any losses to the floating support service will carry increased risk of</i>	The majority of the reductions to floating support services will be from 1 April 2016.

<p><i>more households becoming homeless</i></p>	<p>During 2015/16 officers will undertake a full review of the provision and consult on the most appropriate access and referral criteria. This is will be undertaken in partnership with colleagues in housing and other frontline services to identify need.</p> <p>The new floating support service to run from 1 April 2016 will have a contract value of c£750,000 per annum which is considered sufficient to provide a service to prevent single people in the borough experiencing homelessness.</p>
<p>2. Impact on statutory services/temporary accommodation/residential care</p> <p><i>Loss of hostel bed spaces will inevitably lead to pressure elsewhere within council resources.</i></p>	<p>Officers have considered this risk carefully when drafting proposals and the savings are designed to ensure that there are very few hostel or supported housing spaces due to the funding reductions.</p> <p>The vulnerable adults' pathway will provide step down accommodation from front line hostels allowing enough throughput for those with the most complex needs to continue to access high level support for longer periods in order to stabilise their physical health and chaotic behaviour preparing them for a more independent lifestyle.</p> <p>In addition to this officers are undertaking a full review of the accommodation support provided to people with Mental Health problems to ensure that this resource is effectively targeted and the most vulnerable individuals in the borough have easy and rapid access to in to prevent admissions to hospital or residential care.</p>
<p>3. Increased risk of safeguarding cases and services failure</p>	<p>In order to protect against reduction in the quality of the workforce, decreased morale and increased staff turn-over officers have rejected wholesale 'salami-slicing' contracts</p>

<p><i>Further reductions in funding my impact on staff quality and morale to such an extent that service users are put at risk</i></p>	<p>and looking for continued savings while delivering similar services.</p> <p>Instead a range of services which are considered low risk will simply be ended and fundamental reviews of floating support and MH services will be undertaken to redesign services and procure new contracts against revised outcomes.</p>
<p>4. Increased use of existing hostels by high needs out of borough clients</p> <p><i>The loss of buildings currently used as hostel accommodation is in itself a significant one.</i></p>	<p>As highlighted above the savings proposals have been designed to ensure that no units of accommodation are lost to the borough. This also ensures that other boroughs do not begin to place high need clients within Lewisham.</p>
<p>5. A rise in rough sleeping</p> <p><i>Numbers of people living on the streets in Lewisham will rise significantly</i></p>	<p>All services are being remodelled to target those most likely to end up sleeping rough or requiring high support services.</p> <p>This includes ensuring that floating support services have effective referrals mechanisms to get to those in need before they lose their accommodation, protecting high support hostels for those that need them and ensuring there is a 'Pathway' of support so services work more effectively and efficiently to move people into independent accommodation.</p> <p>Officers also continue to work closely with a range of service in the borough funded through other sources including the 'No Second Night Out' Hub and the Bench and Deptford Reach outreach services to ensure that all rough sleepers are housed in</p>

	accommodation as soon as possible.
<p>6. A rise in Anti Social Behaviour on the streets</p> <p><i>Anti-social behaviour on the streets in Lewisham may rise significantly</i></p>	<p>Again, the reduction of high support services that often contribute to this type of behaviour have been protected against.</p>
<p>7. Financial Viability</p> <p><i>Remaining services become financially unsustainable for providers and they withdraw from provision.</i></p>	<p>Officers are working closely with all providers to ensure that they are financially viable. There are currently a number of mergers taking place across the sector that will mitigate risk for individual providers and officers will continue to undertake market management activity to ensure that individual cuts do not have a cumulative impact on providers.</p>

For further information please contact Geeta Subramaniam-Mooney, Head of Crime Reduction and Supporting people on 020 8314 8561 or Geeta.Subramaniam@lewisham.gov.uk

Appendix 2

Lewisham Future Programme 2015/16 Revenue Budget Savings Report

Mayor and Cabinet 12 November 2014

Further Information on the Restructuring of Enforcement and Regulatory Services – saving proposal H1.

1. Background

- 1.1 Sustainable Development Select Committee and Safer Stronger Communities Select Committee have requested further details in relation to saving proposal H1.

2. Referral

- 2.1 *What would be different against each separate service area in the proposed model?*

3. Response

- 3.1 The following table attempts to capture some of these; however there will be some things that might not be apparent at this stage. The proposed new model is intended to equip the remaining officers with the ability to undertake a wider range of activity after appropriate training and to ensure that statutory responsibilities can continue to be addressed. We are adopting problem solving and intelligence actions but we still aim to tackle the main problems although invariably with less staff; it is proposed that a reduction in overall staff numbers will be mitigated by increased flexibility.
- 3.2 Problem solving has become a tested model of working in tackling anti-social. In partnership with the Police this approach has allowed us to work with less staff – but in a more targeted and responsive way. The intention is to develop this way of working across the different service areas that have been brought together.

Service area	What will be different
Anti-Social Behaviour	<p>Reduced preventative offer – i.e. safety advice sessions/ delivery of ASB, knife crime, cyber bullying and hate crime in schools and youth clubs.</p> <p>Reduced crime prevention roadshows</p> <p>Maintain surgeries in locations where problem solving profiles/ geographical issues are being dealt with under the risk matrix – this will mean other areas may not get a regular surgery.</p> <p>Cease delivering youth shoplifting awareness course</p> <p>Reduce work in relation to things like property marking/ helping people log phones/ electronic items etc.</p>
Licensing	<p>No dedicated officer to deal with licensing matters but a wider pool of trained staff to do this. A wider range of issues can be addressed during a single visit.</p> <p>More available staff to attend and support the Licensing Committee</p> <p>Routine premise visits will be replaced by more targeted visits – visits will be predicated on risk/ intel/ issues of non compliance</p>
Public health and Noise Nuisance	<p>Noise nuisance complaints will be assessed & responses prioritised. Officers will be deployed to visit out of hours noise ‘hotspots’ when required on a programmed intelligence basis. Greater use of information & evidence from partner agencies to support action will be made where possible along with increased use of pre-emptive noise abatement measures</p> <p>Drainage & matters relating to filthy & verminous conditions at private premises will be addressed with support from Food & Safety team as necessary. A vigorous system of prioritising case work will be applied</p>
Trading Standards	<p>There will be reduced service delivery and services will be provided by reference to a newly developed service risk/intelligence matrix. This may mean that individual consumer complaints will not be investigated and that where appropriate, greater use of advisory measures will be made in cases relating to counterfeit goods and product safety. Whilst we will seek to maintain some level of support to residents vulnerable to doorstep rogue traders & mass marketing scams it is likely that preventative work will be scaled down.</p>
Food Safety and Hygiene	<p>Still meeting the requirements of the FSA as most practicable. Priority will continue to be given to meeting the Food Standards Agency prescribed requirements relating to the inspection of food premises.</p>

Health and Safety	<p>This team will also undertake duties relating to special treatments licensing as many requirements are health & safety related.</p> <p>In addition to undertaking duties relating filthy & verminous conditions at commercial premises, this team will also support Public Health & Nuisance team with such matters at residential premises</p>
Environmental Protection	<p>Whilst there will be fewer staff, lead officers for each of noise, contaminated land & air quality will be identified in order that statutory strategic requirements can continue to be addressed. This service will continue to provide specialist comment & advice on large scale planning developments but detailed input to medium and smaller scale developments will be reduced with greater reference being made to planning policy documents.</p>

4. Referral

- 4.1 *What is the data in relation to noise call outs / officer availability/ peak periods/ cost of current noise service/ what consideration has been given to the impact and the service needs to be more resident focused.*

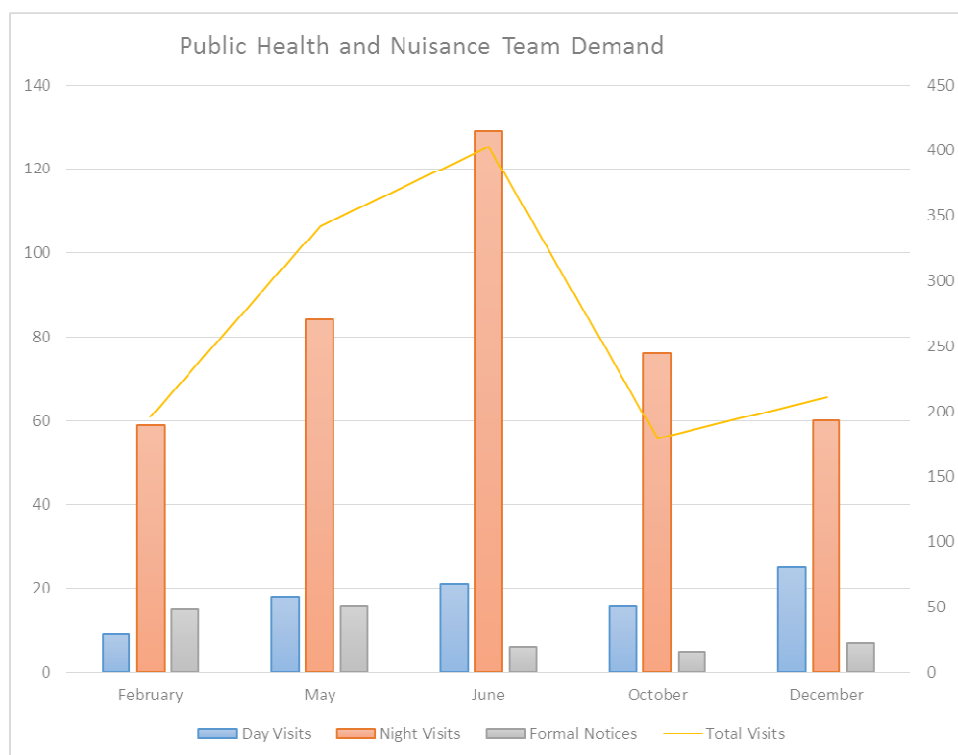
5. Response

- 5.1 For clarity, the new proposed model is not to lose any specific function, but to realign the functions and enable officers to be multi-faceted and work across a number of enforcement agendas. The noise service as it exists currently is only available until Midnight Mon- Thurs and until 3am Thursday – Sundays therefore the service is not able to tackle issues that rise outside of these hours. If a call comes in outside of these hours, the switchboard would take details and pass the information on.
- 5.2 The service is also restricted by the number of officers it has and their ability to cover all shifts/ rotas. Police support may also be required on occasion and may not always be readily available. Officers are required to attend in pairs and in some instances require the police to accompany them dependant in the issue. With sickness and other issues it is not always possible to undertake the bare minimum required currently.
- 5.3 The current cost of the bespoke service that deals with noise nuisance including overtime is up to £510K per annum.

Env Enforcement 2014 - 2015	April	May	June	July	August	September
Data Required	Number	Number	Number	Number	Number	Number
Total No. of noise nuisance complaints received	201	342	403	453	469	366
No of complaints receiving a visit	101	253	246	296	362	285
No. of <i>noise</i> notices issued	8	4			11	
No. of <i>noise</i> prosecutions	1	0			0	

5.4 Data accurate to September 2014: Public Health and Nuisance Team

When plotted, the demand appears as follows:



5.5 It is to be noted that there are questions about the reliability of this data due to data entry issues.

5.6 The real issue is not the number of demands for service at night – or “out of hours” – but rather whether the staff deployed could perform an effective out-of-hours action as a result of the call.

5.7 Anti-Social Behaviour

5.7.1 Hub Solutions, the IT performance tracking system that supports the Neighbourhood Community Safety Service has been having problems so a full dataset was not available in time for this report.

5.7.2 There had been 20 major long-term “Problem Solving Profile” (PSP) pieces of work The Service gets between 150-250 calls + emails a week from residents seeking advice and action in relation to ASB or Crime problem. Some of these become cases, while others are people who ring us to progress other issues as the service has been advertised widely. The number of ASB cases in 13/14 was 369.

5.7.3 It is noteworthy, that where there is alarm, harassment or distress being caused by Noise the Police can and will respond.

6. Referral

6.1 *How can other agencies /RSL s be involved?*

7. Response

7.1 We are certainly exploring how RSLs and Lewisham homes can support the work in all aspects of ASB/ noise and housing. It is important to highlight that we have worked with these bodies over the years and have developed services jointly in relation to CCTV, housing enforcement in relation to adding in requirements to tenancies' that assist in tackling crime, ASB, dogs etc. we will build on already strong working relationships to further develop services in this area.

8. Referral

8.1 What is the current level of fines and usage?

9. Response

9.1 The level of fines used in the services impacted by these reductions is minimal – there are a range of enforcement tactics that we can employ and we use those that are most proportionate and appropriate for the issues at hand. We use a significant amount of mediation and neighbour dispute resolution techniques, as well as lower level compliance encouragement tools such as Acceptable Behaviour Contracts.

9.2 Where formal enforcement and legal action is taken these result in some successful outcomes in relation to seizures of large amounts of illegal tobacco for example – however often the courts do not give the Council any compensation just costs. We will be working to develop better processes for us to be able to recover POCA – Proceeds Against Crime Act money – which upon a successful operation and seizure the Council can receive a proportion of the value of the items seized.

9.3 The Committee asked specifically in relation to fines and enforcement for business waste specifically. The committee were advised that this service area was not currently within the scope of the proposals being discussed. Officers in these service areas work closely with officers in the service areas within this proposal where appropriate to jointly tackle issues and concerns related to trade waste/ non-compliance.

10. Further Information

10.1 In addition to the referral responses above, officers would like to present a range of additional information.

10.2 This further information outlines the proposed revised principles and structure covering the following current areas of work:

- Crime reduction service
- Environmental protection
- Food safety
- Health and Safety
- Public Health & Nuisance
- Licensing
- Trading standards

It does NOT include:

- Building control and planning
- Housing enforcement e.g. Rough Landlords
- Clean streets & markets enforcement

11. Rationale for the proposed changes

11.1 The Council is committed to “making Lewisham the best place to live, work and learn”, and to providing a cohesive, efficient and effective front line service that enables residents to feel safe with low levels of crime and anti-social behaviour. The Council does however have to reduce its expenditure by approximately £95 million over the next three years. Service areas listed above have been asked to identify £800K reduction in spend.

11.2 In identifying these proposals, consideration has been given to the Councils well established principle of achieving greater accountability and efficiency through flatter managerial structures and intelligent resource allocation of staff.

11.3 The options considered have also taken regard of what is currently delivered and what impact changes would have on residents, and clarifying what the current offer is and what it is not.

12. Background

Service Issues

12.1 There are a number of statutory requirements which the Council must meet within these areas; however the Level / Frequency/ Amount that needs to be delivered for most areas are dependent on local need and policy. The primary exception is that of food hygiene & standards. The following examples are intended to broadly illustrate the position.

Statutory Area of Activity	Duty of Local Authority
Weights & Measures	Appoint chief inspector and enforce legislation. No level of activity specified
Fair Trading & Product Safety	Enforce legislation and consider certain types of fair trading complaint
Noise	Investigate complaints and serve abatement notice if considered a statutory nuisance
Food Hygiene & Standards	To inspect premises at prescribed frequencies based on risk
Air quality	Periodically review and assess the air quality within their area
Crime and Offender management	Statutory responsibilities to reduce reoffending. S17 to prevent crime and disorder.
Anti-Social Behaviour	New duty to develop a Community Trigger protocol for ASB, advertise and implement. ASB & Policing Act 2014
Domestic Violence	Duty to implement a Domestic Homicide Review (DHR) following any domestic homicide. Includes duty to appoint independent DHR Chair and report back to Home Office

12.2 There are some areas which require a specific qualified officer to deliver/ enforce including Food Safety and Weights and Measures. There are a number of synergies within identified service areas, as well as many ways to join up/ cluster services – however, in order to meet the absolute minimum requirements and attain the savings required significant changes in roles and service activity is proposed.

13. The Proposal

13.1 What is currently undertaken?

The following is an illustration of the kinds of work the services undertake:

<p>Inspections of all premises serving/selling food (e.g. restaurants, retailers) for hygiene and food standards requirements</p> <ul style="list-style-type: none"> - frequency is specified by FSA - Food notices / closures

<p>Anti-social behaviour</p> <ul style="list-style-type: none"> - manage and implement reduction strategies - Investigate and lead partnership activity - Take action

A range of legal powers : community triggers, crack house closures, injunctions etc.

<p>Administration and enforcement</p> <ul style="list-style-type: none"> - all applications and compliance checks - I.e. alcohol / late night / <p>Committee requirements</p>
<p>Health and safety</p> <ul style="list-style-type: none"> - obligation to enforce - High risk premises / proactive response - Sports grounds <p>Investigation of workplace accidents</p>
<p>Age restricted goods –</p> <p>Sale of alcohol, fireworks, tobacco, butane lighter fuel to persons under 18</p> <p>Control of illicit tobacco & alcohol, tobacco display</p>
<p>Statutory nuisances. PESTS (identify but not remove), drains, alarms, amplified noise.</p>
<p>Air quality (dust, pollutants)</p> <ul style="list-style-type: none"> - review and assess - 4 air quality monitoring stations
<p>Unauthorised encampments - travellers</p> <ul style="list-style-type: none"> - undertake the initial welfare assessment - Work with police - Agree legal action if Council land <p>Advise others if not council land</p>
<p>Trading standards</p> <p>Dealing with rogue traders such as letting gents & doorstep seller’s consumer, product safety, counterfeit goods.</p>

13.2 Many of these services have reduced over the years in relation to staffing and capacity. Therefore some services may be perceived to be delivering a level of service which it does not.

13.3 Noise nuisance is an example of this:

The noise service as it exists currently is only available until Midnight Mon- Thurs and until 3am Thursday – Sundays therefore the service is not able to tackle issues that arise outside of these hours. If a call comes in outside of these hours, the switchboard would take details and pass the information on.

13.4 The service is also restricted by the number of officers it has and ability to cover all shifts/ rotas. Police support may also be required on occasion and may not always be readily available. Officers are required to attend in pairs and in some instances require the police to accompany them dependant in the issue. With sickness and

other issues it is not always possible to undertake the bare minimum required currently.

13.5 Officers often go to a call and if they do not hear anything make no contact. Where they do hear noise they will attempt to enter the premises of the Complainant to gather evidence, no contact is made with the Perpetrator of the noise on this call out. A letter is sent the following day to the perpetrator of the noise whether heard or not.

14. It is proposed that the Principles to be adopted include:

- Delivery of the Statutory requirements of function (not amount)
- Risk and intelligence based approach
- Establish a minimum acceptable level of routine operations
- Use intelligence and risk assessment to determine necessary 'surge' capacity and capabilities. in the main whilst consideration being given to a "fair trading level"
- Limited prevention / proactive service
- A flexible multi skilled team able to provide current and future requirements of an enforcement service
- Focus on harm / harmful premises/ harmful goods across all areas specialist and non specialist : a focus on Hazards
- A single point of contact for businesses / public – not have multiple visitors / officers dealing with single issue matters. This is consistent with the government's "better regulation" agenda
- Ensure that officers use a wide range of powers and enforcement tactics to tackle and get resolution to an issue.

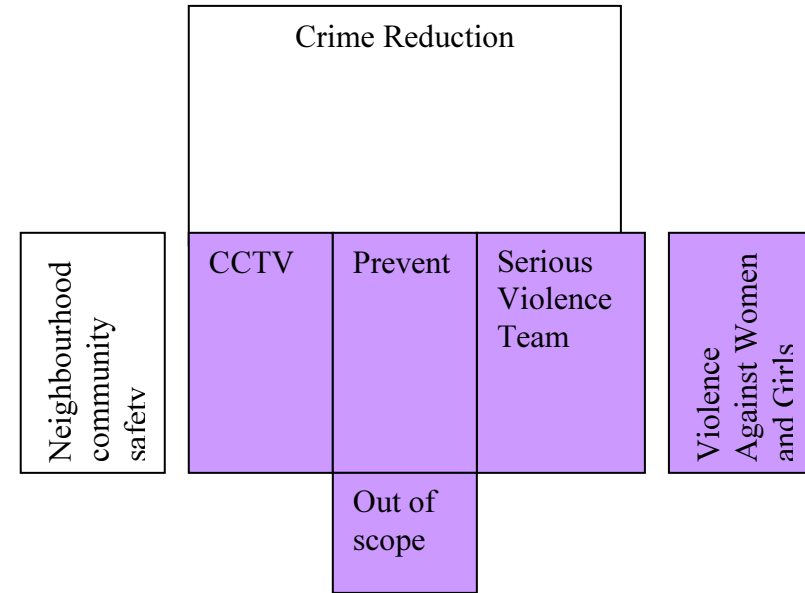
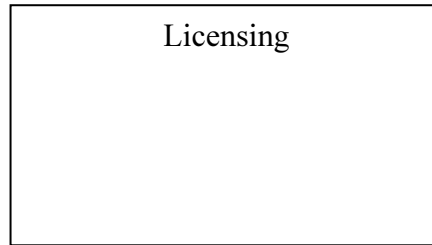
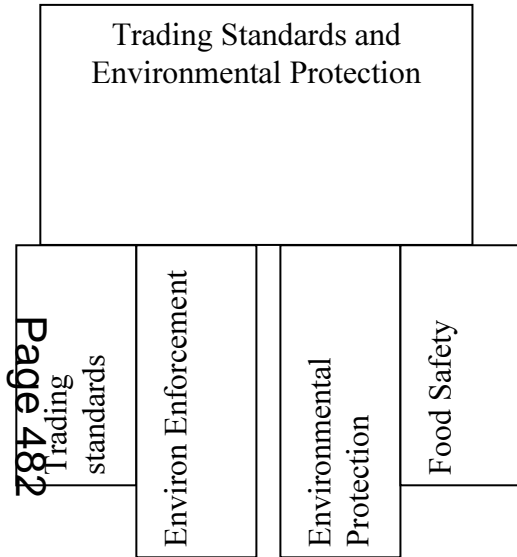
15. What will be different:

- Officers will need to be skilled in a wider range of areas – more multi-faceted staff dealing with more issues – breadth of specialism that does not require specialist qualifications.
(Roles that require a specialist qualification will be maintained at a minimum level)
- Focus and target resources– i.e. changes in night time noise response matching the service to real need more closely than currently – discussions with partner agencies about out of hours response where alarm, distress or harassment is being caused.
- Change in enforcement policy to focus on an intelligence led and risk based model – with consideration given to randomised checking at medium/ low risk for test purposes, in identified problem areas or as a part of a wider Partnership operation
- A reactive service that is less focused on pro-active routine inspections, unless intelligence suggests otherwise
- A reduction in the number of staff delivering these functions

16. Possible models - FUNCTIONS not PEOPLE or POSTS :

Option 1

Maintain the current set up – requiring reductions in each area.



Option 2

Cluster business regulatory services together and multi skilled enforcement services

Food safety
Health and Safety
Licensing

Neighbourhood Community
Safety
Licensing
Trading standards
Public health and Nuisance

Environmental Protection

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Option 3

Cluster specialist Environmental Protection provision and multi skilled public realm enforcement

Food safety
Health and Safety
Environmental Protection
Public Health Nuisance
including Drains/ Pest
Licensing

Neighbourhood Community
Safety
Licensing
Trading Standards
Noise Nuisance

There are options to organise service delivery by geographical ‘clusters’ – i.e. North, Central , South, but retaining flexibility to deploy staff where ever required.

17. Options considered:

- 17.1 Option 1 would merely mean silo reductions and trying to maintain distinct services areas with significantly reduced staff – in already small teams. The reality of being able to deliver services with the smaller numbers in some areas would be impossible.
- 17.2 Option 2 would merge services into a business hub, multi skilled enforcement hub and an environmental protection hub. This will result in a reduction in staff but retaining senior management posts.
- 17.3 Option 3 would develop a dedicated service around Environmental Health / protection provisions in the main and a Flexible multi skilled public realm enforcement service with the ability to deploy a range of enforcement activity in relation to public nuisance and other unlawful or dangerous public and business behaviour.
- 17.4 Activity levels will follow a risk based/ intelligence led model with “routine” checking curtailed to problem areas or joint operations. There will need to be some checks and balances of medium and low risk areas on a ‘sampling’ basis to ensure compliance – but focus will be the high risk/ greatest harm areas/ premises.
- 17.5 A change in the night time service primarily for noise and licensing will mean a reduced regular ‘routine’ service – but flexibility to deliver an ‘out of hours’ service is required where risk and intelligence requires this.
- 17.6 A criteria and agreement around what cases will progress to legal enforcement will be developed for clarity in identifying tools/ powers and options and costs. A dedicated budget will need to be identified for this along with a case prioritisation system.
- 17.7 Maintaining posts that require specialist qualifications in food safety are prioritised. Other qualification posts will be maintained at minimum levels seeking to purchase in the service if required.
- 17.8 All posts in the multi skilled public realm enforcement service will receive delegated powers across the whole remit of the service area where legally possible and it is hoped to retain a core of specialist knowledge to underpin this new approach
- 17.9 Work will be undertaken to ensure that any first response to residents/ businesses is reassuring, supportive and enabling further action to be taken if required.

18. Outcomes being sought to achieve include:

- Improving outcomes and finding resolution for residents and the community.
- improved use of officers time and ability to deliver across a range of enforcement and regulatory services
- improved public health outcomes in relation to food & other product safety and in the quality of the environment
- focus on high risk / persistent problems/ issues/ areas
- maintaining service input to the redevelopment process to influence air quality and address contaminated land issues.

19. Phase 2 – to further explore options around outsourcing / buying in aspects of the provisions/ joint delivery with other Boroughs

For further information please contact Geeta Subramaniam-Mooney, Head of Crime Reduction and Supporting people on 020 8314 8561 or Geeta.Subramaniam@lewisham.gov.uk

Appendix 3

Lewisham Future Programme 2015/16 Revenue Budget Savings Report

Mayor and Cabinet 12 November 2014

Safer Stronger Communities Select Committee Referral Response - Retendering and Targeted Reduction in Drugs and Alcohol Services – K1

1. Background

1.1 Safer Stronger Communities Select Committee has requested further details in relation to saving proposal K1 – Retendering and targeted Reduction in Drugs and Alcohol Services.

2. Referral

2.1 *The Council should work proactively with partners and other local authorities to share information on out of borough residents and on the support services being delivered in the borough.*

3. Response

3.1 Drugs and alcohol services are part of an overall health offer and as such once someone becomes a Lewisham resident they are eligible for services.

3.2 We work closely with a range of housing providers to ensure that services are made available to Lewisham residents but also work closely with a range of colleagues including police where people are placed in the borough from other boroughs and are causing crime and disorder.

3.3 Essentially any issues that occur in our borough are for us to tackle, but we do have ongoing and regular dialogue with other boroughs and providers about working better together so we can be sighted on individuals and work together to manage any risks etc .

3.4 We will continue to do this.

For further information please contact Geeta Subramaniam-Mooney, Head of Crime Reduction and Supporting people on 020 8314 8561 or Geeta.Subramaniam@lewisham.gov.uk

Appendix 4

Lewisham Future Programme 2015/16 Revenue Budget Savings Report

Mayor and Cabinet 12 November 2014

Safer Stronger Communities Select Committee Referral Response - YOS Reorganisation, Changes in Interventions Delivered, and a Reduction in Contracts - K2.

1. Background

1.1 Safer Stronger Communities Select Committee has requested further details in relation to saving proposal – K2.

2. Referral

2.1 *Further work should be carried out to determine whether there were areas of the Council which could benefit from the use of reparation services.*

3. Response

3.1 The YOS has a statutory obligation to deliver reparation activities. Detailed below are the plans for what we will cease to commission and what we will be delivering. The Reparation budget will reduce from £50,000 to £10,000

3.2 Projects that will no longer be commissioned

We will no longer be funding The Conservation Volunteers (TCV) for the delivery of the Firhill Road allotment programme. However TCV are in the process of applying for funding in their own right from a range of sources which should allow us to continue the programme (£20,000). This project cannot continue unless TCV are able to fund this. We are exploring opportunities with other allotments in the north of the Borough to see if activities can be delivered at no additional cost.

3.3 Projects that will be delivered post March 2015

3.3.1 FREE: Training Community Panel Members to volunteer at the YOS (no cost). CPMs are required to be trained throughout the year in order to be able to facilitate Referral Order Panels for young people. Young people are expected to be trained and then lead certain areas of the training to ensure that volunteers are able to work effectively with young people. This is an existing activity.

- 3.3.2 FREE: Supporting the Food Bank by making up food parcels for the families that use this service (no cost). This is an existing activity. We are also currently exploring opportunities with other Food Banks, such as Whitefoot, so that this work can be expanded.
- 3.3.3 REDUCED COST: Restoring bikes that have been donated to the YOS by the police and then returning them to local victims (£4000. This is a £6000 reduction from £10,000 due to an increase in support from YOS staff and a reduction in the use of staff from the organisation). This is an existing activity.
- 3.3.4 REDUCED COST: Supporting Surrey Docks Farm through the mucking out of stables, and caring for the donkeys (£4000). This is an existing activity.
- 3.3.5 FREE: Attending and participating in the Youth Engagement Programme (no cost). The Youth Engagement Programme is a forum used by a range of agencies to gather the views of young people in order to inform future programmes and activities. Young people are required to actively participate in the two hour sessions. This is an existing activity.
- 3.3.6 FREE: Attending and participating in the Anti-Social Behaviour Programme (no cost). Young people are required to identify the causes of anti-social behaviour and to identify solutions locally, and then to support young people to address their anti-social behaviour through informal peer mentoring. This is an existing activity.
- 3.4 The remaining programmes have minimal costs. Most staffing will be delivered through the YOS staff. £2000 is apportioned to the YOS delivered programme for overhead costs such as materials. Expenditure will total £10,000.
- 3.5 Sessional staff have been used in the current year to allow the new Youth Support Officers time to train across the service, with a particular focus on Triage and the new out of court disposals. This will no longer be necessary in 2015/16. There will be a reduction of £10,000 in staffing however this will not result in any redundancies as these posts are agency posts who are due to leave in December 2014.

3.6 Below is a summary of the forecast reduction in expenditure.

Project	2014/15 Funding	2015/16 Funding
Staffing	£10,000	£0
TCV	£20,000	£0
Food Bank	£0	£0
Bike Maintenance	£10,000	£4,000
Youth Engagement Group	£0	£0
Surrey Docks Farm	£5,000	£4,000
Training CPMs	£0	£0
ASB Programme	£0	£0
General (costs for materials etc. for YOS delivered programmes)	£1,000	£2,000
Sessional Staffing	£4,000	£0
Total	£50,000	£10,000

3.7 We will continue to source reparation programmes that have little or no cost. Discussions are currently taking place with a range of partners including the Canal and River Trust. Ideas for activities were gathered at People's Day and these are being progressed.

4. Referral

4.1 *The Council should highlight its concerns about the impact of the changes to the probation service on the delivery of local services.*

5. Response

5.1 The Council and the Safer Lewisham Partnership have been closely involved in discussions around the development of the Transforming Rehabilitation agenda. Feedback and representation has been made via the initial consultation process, in relation to ongoing officer input and engagement with the Ministry of Justice.

5.2 Working closely with the incoming provider is critical to ensure that services in relation to the management of offenders continue to be delivered to a high standard.

6. Referral

6.1 *Public Accounts Select Committee should review the impact of the saving being proposed for commissioning of services from community and voluntary sector groups*

7. Response

7.1 The following table lists the organisations that are proposed to be decommissioned in 2015/16:

Programme	Provider	2014/15 Funding	2015/16 Funding
MVP (Saturdays)	PYE	£21,000 (8 yp x 40w)	0
Double Edge (1 day Weekly)	PYE and partners	£10,000(10yp x 40w)	0
Holiday Programmes (Full week)	Elevating Success	£30,000 (13 full week programmes)	0
Custody Programme (1 day Weekly)	Kinetic Youth	£20,000 (10 yp x50w)	£10,000
Arts Programmes	Occupy My Time	£7,120	£0
Appropriate Adults	Catch 22	£40,000	£30,000
Spot Purchasing for ISS and High Risk Young People	Various	£12,522	£0
Total		£140,642	£40,000

7.2 The YOS Officer role exists to prevent young people aged 10-18 from offending and re-offending within Lewisham YOS, bringing together various services to support young offenders, protect the public from high-risk offenders, and tackle problems that can lead to youth crime. This post works with young offenders (both one-to-one and in groups) at various stages in the youth justice system. The post also works with their families and victims. Duties include:

- Completing risk assessments and planning how to manage future risk.
- Preparing pre-sentence reports for the courts, based on risk assessments.
- Coming up with action plans ('interventions') to support young offenders and prevent them from re-offending.
- Making referrals to agencies such as housing or drug and alcohol misuse services to support their welfare needs.
- Agreeing acceptable ways of resolving some offences to benefit the victim or the community (such as mediation or reparation projects).
- Supervising young offenders on court orders, community sentences, and after their release from secure institutions.
- Helping young offenders back into education or to find work or training, and encouraging them to take part in constructive activities.
- Working with young offenders to explore the effect of inappropriate behaviour and attitudes on others, with a view to them taking responsibility for their actions.
- Visiting young people in secure institutions, and making risk assessments and resettlement plans for after their release.

- Working closely with staff from partner organisations such as the police, social services, probation, health services and education.
- Managing a case load, recording case notes and writing reports.

7.3 The maintenance of staffing levels is critical in order to enable flexibility in delivery; to appropriately manage risk, vulnerability and reduce reoffending. Officers are trained and receive ongoing training to undertake programmes specific interventions which are of high quality. We have carefully matched staff skills to programmes; we have ensured that the diversity of staff reflects the particular groups of young people we are working with.

For further information please contact Geeta Subramaniam-Mooney, Head of Crime Reduction and Supporting people on 020 8314 8561 or Geeta.Subramaniam@lewisham.gov.uk

Appendix 5

Lewisham Future Programme 2015/16 Revenue Budget Savings Report

Safer Stronger Communities Select Committee Referral Response - End of the discretionary freedom pass scheme – O1

1. Background

1.1 Safer Stronger Communities Select Committee has requested further options in relation to saving proposal O1 – end of the discretionary freedom pass scheme.

2. Referral

2.1 *The committee recommended that further work be carried out to assess alternative options for the scheme. The committee asked that, before a decision is taken to end the discretionary scheme, information be provided which sets out the financial and administrative implications of ceasing to issue new passes, whilst retaining the scheme for existing users. The committee also recommended that options for changing the eligibility criteria for the scheme be further examined.*

3. Response

3.1 Additional option – close the discretionary freedom pass scheme to new applicants – saving £20,000 in year 1 plus a further £20,000 in year 2.

3.1.1 Based on 2012 and 2013 there is an average of 100 discretionary freedom passes holders per year that are no longer entitled because their circumstances change, they move or they reach the national scheme age for an elderly persons freedom pass.

3.1.2 If the scheme was closed for new applications but retained for existing discretionary freedom pass holders there would be an approximate saving of £20,000 in year 1 with an additional £20,000 in year 2. There would be further increases in the savings achievable beyond year 2 but the amount would be dependent on the numbers leaving the scheme at that time.

3.2 Additional option – review the eligibility criteria to reduce the number of persons entitled to a discretionary freedom pass.

3.2.1 Whilst it would be possible to review the eligibility criteria to reduce the number of persons entitled it is not a simple piece of work. The following steps would be required:

- Work with Community Services and SLAM to look at caseload and the costing of different scenarios and saving predictions.
- A change in the policy with the relevant consultation.
- A review of each case by Concessionary Awards team to implement new eligibility criteria.

- Most cases will require referral to an Occupational Therapist for an assessment.
- A review of each case by Community Services and SLAM as care package may need adapting.

3.2.2 The cost of the above work is estimated to be £100,000. Without carrying out the work it is difficult to estimate the possible saving.

For further information please contact Ralph Wilkinson, Head of Public Services on 020 8314 6040 or ralph.wilkinson@lewisham.gov.uk

Appendix 6

Lewisham Future Programme 2015/16 Revenue Budget Savings Report

Mayor and Cabinet 12 November 2014

Healthier Communities Select Committee Referral Responses – A1, A3, A4, A6 and A8.

These responses have previously been shared with the Healthier Communities Select Committee.

A1 - Cost Effective Care Packages

The majority (87%) of the Adult Social Care Net Budget (£79m) is spent on the provision of care to individuals, either in their own homes or in a residential or nursing setting. Before any decision is made on the care and support needs of an individual, and before a care and support plan is prepared, consideration is given to an individual's particular circumstances, and a full assessment or review of the individual's needs is carried out. When deciding how best to meet an individual's social care needs the Council is entitled to take into account its own resources as well as the client's preferences.

At 31/3/2014, Lewisham had provided services to 5,036 people during the year. At any one point in time during the year, adult social care supports approximately 3,400 adult service users and their carers. The difference in the two figures can be explained by the following:

- some people only receive enablement services for a short time after discharge from hospital;
- others are reviewed and no longer need their care because their situation has changed;
- people move out of the borough;
- sadly, others die.

Of the 3,400, around 650 are placed in either Residential Care or Nursing Care, the remaining 2,750 have services that support them in the community.

To achieve efficiencies and to ensure that support and care is provided in a consistent and equitable way for all client groups, we must:

- Encourage people, where appropriate, to take more responsibility for their own care and to use their existing resources, whether financial, social or otherwise, to achieve their stated outcomes. We must help people to help themselves by promoting access to universal services and by linking them to support available to them within their own families and communities.
- Refine an assessment model that takes greater account of personal assets and the contributions an individual can make to ensure their needs are met in ways which they prefer and choose for themselves.

- Develop the use of prevention and short term early intervention services which enable people to maintain and regain independence reducing people's need for and reliance on long term care and support;
- Establish different ways in which residents can select and pay for their care. This requires commissioning models of care that meet a wider array of the outcomes that residents are looking for. Historically people have had to mould their needs and stated outcomes into what was on offer – rather than the offer being flexible enough to meet very different needs.
- Ensure all assessment and support planning staff and providers work with service users in ways that reduces dependency and promotes independence, ensures safety, and supports recovery;

Assessments and reviews and possible changes to packages of care

Any decision as to whether an individual requires a package of care or a change to their existing level of care can only be made following a community care assessment or review that assesses both need and risk. These assessments or reviews are carried out by care management staff within Adult Social Care. Until an assessment or review has taken place, the number of packages of care that may be changed or reduced cannot be established. The proposed level of savings is therefore based on an estimated change in their care needs.

Annex A provides a number of examples on how costs can change following an assessment or review. Some care packages will of course increase in cost where there is significant increase in a person's needs and where meeting these needs has a cost implication.

Direct Payments

Direct payments allow a service user to purchase services which they have been assessed as needing.

For long term needs, direct payments can be offered so that the person can purchase the unmet needs identified in their Support Plan. Direct payments may be used to enable users to secure assistance with personal and domestic tasks, such as getting in and out of bed, dressing or preparing a meal. It can also be used for one off purchases, such as computers to address social isolation or washing machines to help with laundry.

Direct payments may be used to employ a personal assistant or a carer directly, or to use the services of an agency to provide services. Current advice from the Council's legal department is that direct payments cannot be used to purchase local authority services or paid to family living in the same home as the Service User.

Direct Payment Rates

The breakdown of the current Direct Payment (DP) rate of £11.58 p.h is shown below.

This is designed to allow the service user to employ a Personal Assistant (PA) at London Living Wage rates. Service users are free to choose a care agency as part of their personal

budget (PB) – see below. In these cases we would normally commission and pay the provider directly, not fund it through a DP. Some service users have, however, negotiated their own rates with providers which have allowed them to continue to pay the London Living Wage, in accordance with the direct payment contract with the Council.

As part of our retendering of domiciliary care we will introduce Individual Service Funds which give the user some of the control they have over a directly employed PA but with the resilience of an agency to support them.

Some service users have chosen to use their DPs to purchase care from agencies that are not on our framework. The contract that we have with our service users to take Direct Payments stipulates that they are obliged to ensure London Living Wage is paid for any care received.

Lewisham DP Rate Increases 2014-15

Lewisham 2014-2015 DP Standard Rates		
COSTS		
Hourly Rate	£8.80	This is the new LLW rate for workers which we will pay from 6 April
Annual Leave	<i>£0.95</i>	This amount builds up to pay for 4 weeks annual leave each year
Employers NI	<i>£1.13</i>	This amount pays for the employers NI contributions
Public Holiday	<i>£0.19</i>	This amount builds up to pay for extra costs on public holidays x8 per year
Contingency	<i>£0.51</i>	This is for emergencies and insurance renewal that occur during the year
TOTAL DP	£11.58	This is the DP rate payable by Lewisham (minus any personal contributions)

Examples on how service users are using their Direct Payments is shown at Annex B.

Personal Budgets

Personal Budgets have grown directly as a result of effective lobbying from service user led organisations, and evolved from Direct Payments, which have been mandatory for Local Authorities to offer since the early 1990s.

The term 'Personal Budget' is really an umbrella term that covers

1. Direct Payments, where people get Council funding in cash, which they then spend on their care
2. Managed Accounts, where people agree their care arrangements with the Council, who supply the services through their contracted providers
3. Individual Service Funds, where the Council passes the care budget for a person to the provider of their choice, and the person and the provider agree the care arrangements.

As mentioned above, people using Direct Payments often employ qualified Personal Assistants, or buy support from established care agencies. However, some people use them more creatively to get support from people they know already, or do activities like – going to a pub, or a park.

Evidence shows that many people using Direct Payments get better outcomes and are more satisfied. There are many reasons for this, and not everyone benefits to the same extent. However, Councils will always have a vital role in helping people to plan and manage a Direct Payment safely and effectively.

'Managed Accounts' and 'Individual Service Funds' can sound technical, but their principle is simply to allow people to tailor their support without having to take a Direct Payment. Often, they allow people to make small changes – who comes into their house to help them wash next week; or to stipulate what time they go to bed on Sunday nights – that allow people more dignity and which councils cannot know and organise for everyone. The Domiciliary care providers are working with us to develop further this more flexible person centred model of support.

The Care Act rewrites the law on social care in England. It has been developed in close partnership between Local Authorities, Central Government, user/carer groups and the Voluntary Sector. The statutory guidance to Councils states: -

“Everyone whose needs are met by the local authority... must receive a personal budget as part of the care and support plan...”

“At all times, the wishes of the person must be considered and respected. For example, the personal budget should not assume that people are forced to accept specific care options...”

Councils still have extensive responsibilities to make sure that eligible care needs are met by quality services. However, in respecting the rights and dignity of disabled people, and those

unable to care for themselves we must by law allow them to take part in the decision making and purchasing of the care and support they use.

Provision of hot meals

The numbers of people choosing meals on wheels has vastly decreased over the last 3 years. We have seen the numbers of meals provided to Service Users in their own home reduce from 97,000 to 54,000 meals per year. This number continues to decrease; the reasons for this include:

- Improvements in ready meals available from supermarkets;
- Increased delivery options from Café's and Takeaway food outlets;
- An increase in those needing intensive care packages which means a carer is available at meal times to prepare food.

Other authorities have notified similar trends. The service users and their families have very much influenced the future shape of this market by responding to different options available. People are given information on how to directly purchase from specialist MoW providers such as Apetito or Wiltshire Farm Foods.

Currently 300 people receive a hot meal delivered to their own home or Day Centre. Of these, 263 (88%) are also in receipt of another service such as day care, personal care or a direct payment. Food preparation is a core task already provided by care agencies, and no additional training is therefore needed to take in this role if required.

There are 37 people who receive a hot meal only; of these, 15 are carers services where the full time carers have other commitments, the others are currently being reviewed. There are another 15 people who only get a meal when they attend day centres, these are also being reviewed to look at alternative ways of providing meals. To date, people have chosen to have support to have their meal in a café as an alternative to a delivered meal.

Hot Meals Summary

	Budget
Expenditure	314,700
Income	247,800
Cost to Council	66,900

Day Centre Meals Summary

	Budget
Day Centre 1- Expenditure	48,300
Day Centre 1 - Income	- 26,000
Day Centre 2 - Expenditure	34,300
Day Centre 2 - Income	- 17,900
Day Centre 3 - Expenditure	55,000
Day Centre 3 - Income	- 29,800
Cost to Council	63,900

The proposal is:

- Not to retender the current Mow contract, but to continue to provide information on how this service can be purchased by individuals.
- Increase the use of Direct payments/ Personal budgets and work with local cafés and restaurants to develop the market so that people have more choice regarding meal delivery options. This will include meals provided at Day Centres.

Laundry

This service was transferred from Health over 20 years ago at a time when incontinence care was not as effective as it is now and when there was more limited use at home of a washing machine. Currently 100 people are in receipt of the laundry service commissioned by the Council. Of these, 93% are also in receipt of domiciliary care or a direct payment. The Council spends approximately 89k per year on the laundry contract.

As most homes now have washing machines or access to local Laundry facilities.

The proposal is to:

- Not retender the current Laundry contract;
- Ensure Support plans incorporate laundry duties as a standard, so that washing machines in the home are the first choice or are linked to any shopping services, i.e. the laundry can be dropped off at a laundry on the way to collect milk, bread, etc;
- Make use of local laundry services who collect, wash, dry and return for an average of £10 per wash load and use a Direct payment to meet this cost if the needs are eligible;
- Provide one off Direct Payments where help is needed to purchase any washing machines.

Annex A – Examples of care packages which have reduced costs following review.

J

Adult with a learning disability, male age 24, high functioning, in care since a child, went into residential care placement on the South Coast as an adult, funded by Lewisham.

The 2011 review of care whilst in residential placement found that he was unhappy with his life in that environment.

After much work to remedy this situation by the team it was found J wanted to live a more independent life. Over a period of 18 months of working with the team J secured a home in the private rented sector on the South Coast, he used housing benefit and his other state benefits to contribute toward setting up a new home and he had a small care package of carer visits daily.

After a further review at 2 years he decided that he wanted to live permanently in that South Coast borough, which has happened.

Care Package and Changes:-

2011 Residential weekly cost- £1,200 per week

2013 Reduced to care package cost of 14 hours per week- £220

2014 Now nil cost as J is now a resident of this South Coast borough

Outcomes for J

Lives independently now with help from staff, alone in his own home, attends college, is volunteering in the Gaming shop his passion, and mixing on an everyday basis in his community.

JM

JM, female aged 76, lives north of borough, with son as main carer, has significant cognitive impairment. Her son called the duty desk 6 months ago to say JM was getting fed up and becoming tearful, and that he as the carer was struggling to cope as it was getting him down. The team assessed both the client, and the son as carer and identified that some sort of day activity, and memory service help would be beneficial to give her a change, assess her mental health and to give the son a break.

At assessment it emerged that she was resistant to outside help but was able to self care with prompting from her son, had friends locally who she had not seen for a long time, and that she knew the Deptford area well. However, she could not be left alone at all night or day as her dementia had deteriorated and her short term memory was poor. She was encouraged to consider going once a week to a free lunch club for 3 hours every week in the local community centre. To do this she needed help, both to get there, remain there and be safe, and to get back home. In consideration of this fact she was awarded a direct payment for 3 hours per week and would use her own resources to pay for lunch there. She was supported to identify a carer from the personal assistant bank and this is now working well.

Assistive technology was installed to keep her safe and monitor her movements if the carer popped out.

Care Package and Changes:-

2012 no services

2013 £35 per week for a personal assistant to support to attend lunch club locally - this was where her old friends were meeting too.

This care package avoids the need to attend a traditional day centre attendance, at a unit cost in the region of £100 per day.

Outcomes for JM:

Supported to remain in the community living with her son in a familiar environment and able to pick up on her old friendship networks.

Carer gets a regular weekly break.

JM becomes familiar with accepting outside help in case her care needs increase in the future.

AN

Female aged 40, living with partner and autistic son in a Lewisham Home's property. She had a road traffic accident about 3 years ago and was in hospital for a while. Although she could stand up and mobilise short distances, she needed help with all her activities of daily living because of significant nerve and muscle damage. She and her family had significant support from occupational therapy services with moving to an adapted property, where there was a good range of aids and adaptations made available. On leaving hospital she had a care package of 21 hours a week of personal care, with some domestic support of 1 hour per week to help keep the home tidy and was supported to apply for additional disability related benefits to help the household finances now she could not work. Her partner carried out all other tasks. During this time she had a number of other therapeutic interventions to help increase her independence.

Through the ongoing process of annual review the care package continued to be reduced to remain relevant and appropriate to meet her needs. Today she has difficulties with some of her activities of daily living but she has recovered some of her former strength and ability.

Care Package and Changes

3 years ago on discharge from hospital 21 hours of personal care plus 1 hour domestic help, at a cost of £350 pw

2 years ago- reduced to 14 hours plus 1 hour domestic help at a cost of £200 pw

Now – reduced to 6 hours with domestic help of 5 hour at a cost of £100 pw

Outcomes for AN

Tailored package of care to suit improving ability to self care, increased confidence due to improved independence, greater ability to participate in family and community life. Now volunteering as a way to get back into the workplace.

Mrs BW

Mrs BW, age 82 lives at home with her daughter, who is also her informal carer. Her daughter works full time and prepares/ cooks main meal in the evening. Daughter also carries out all day to day activities like housework.

Mrs BW was admitted to University Hospital Lewisham (UHL) 2 years ago following a major stroke, which resulted in cognitive impairment, confusion, reduced mobility, left sided weakness, left sided inattention, visual impairment, reduced self-help skills and double incontinence. Mrs BW had difficulty with swallowing and was at risk of choking so all her food needed to be soft.

Mrs BW was discharged home with a care package of 2 carers per visit – 4 calls a day 7 days a week. She was unable to weight bear or mobilise and needed assistance of two with all aspects of personal care and mobility.

Action Plan identified at review to assist Mrs BW regain some of her former abilities

Referral to LATT (Lewisham's physiotherapy team) for mobility programme. Encourage enablement self-help outcomes within the care package i.e. Mrs BW to wash and cream top half of her body herself, for her to help with moving on the bed and for her to mobilise with walking frame over short distances.

Care Package and Changes

Two years ago care package 4 visits daily and 2 carers each visit costing £500 per week
Today reduced to single person care visits at £250 per week

Outcomes for Mrs BW

Mrs BW completed a mobility programme with physiotherapist and her mobility has improved. She is able to transfer assisted by one person and is able to walk a few paces with her walking frame and with supervision. Mrs BW is independent to wash her face and hands now. Continues to live with her daughter in their home in the community.

DW& MM

During our review of a day centre provision, these 2 ladies came to our attention. Both had been attending the same day centre for 4 years, 1 day per week each. They both stated that they only came to the centre so that they could meet each other and have lunch together. They had been friends for many years and did this when they were independent. They stated that they did not use any of the other facilities of the day centre, but this was the only regular social contact they both had.

They both agreed that they would be happy to consider other options as long as it meant that they could meet up regularly. Our Support and Review officer worked with the ladies and both were given a DP of 2 hours per week each to meet their social isolation need. With help of a PA that they both share on their weekly outings, both ladies now visit

different café's & restaurants of their choice, the PA picks them both up, escorts them throughout the meal and ensures that they get back safely home and settled.

Care Package and Changes

Both ladies had 1 day at day care plus day centre meal – 2 x £100 per day = £200 per week, plus use of Borough Transport

They now each receive £23.16 direct payment per week = £46.32, they pay for their meal and no Borough Transport is used.

SM

SM is a 72 year old lady who lives in sheltered accommodation, when she originally took on the tenancy, there was a communal laundry room. The communal laundry room had not functioned for over 3 years. At an assessment 2 years ago, to support SM laundry needs, a service was set up to weekly collect her laundry, wash, dry and return the following week.

SM detailed in her recent assessment that she would be able to do her own laundry, but she has no access to a washing machine and is unable to take it to a local laundrette as her mobility was poor.

We agreed a one off direct payment that included installation of a washing machine in her home with a 3 year service warrantee.

SM now carries out her own laundry as is no longer in receipt of ongoing services.

Care Package and Changes

Previous, bag of laundry collected and returned 1 collection x 52 weeks = £840
One off direct payment £370, no ongoing service.

A3 - Changes to Sensory Service Provision

Lewisham provides sensory services to a range of people, these include:

- People who are blind/severely sight impaired or partially sighted /sight impaired (Visual impairment)
- People who are Deaf - those who (even with a hearing aid) have little or no useful hearing)
- People who are hearing impaired - those who (with or without a hearing aid) have some useful hearing and whose normal method of communication is by speech, listening and lip reading
- People who have a dual sensory impairment including those who are deaf/blind

Lewisham currently has 2,517 people registered as having a sensory disability. Of these 409 receive ongoing services (16%), and of these 266 are people over the age of 65 (65%). The majority of people in the under 65 age group will have been born with a sensory impairment, or will have developed impairment during childhood and early teens. For a small majority of younger adults their impairment will be caused through accidents or illnesses such as strokes.

The highest number of people affected by a sensory impairment are in the 65 plus age group, for most people sensory impairment is due to the ageing process and onset of illness/illnesses such as macular degeneration or diabetes.

Policy requirements

In considering any changes to sensory services officers have been mindful of the requirements of the Care Act which requires councils to ensure access to information and advice, provide prevention and early intervention services to facilitate other forms of self-help and self-identification of need and meet the vision for personalisation.

Current service

Lewisham has been at the forefront of providing specialist information and advice services in a range of communication methods including British Sign Language (BSL), which is provided by suitably qualified staff as part of the Council's Customer service provision (Access Point). A camera is also installed in customer services giving access to a remotely accessed sign language interpreter. This allows staff from all areas of the council to communicate to deaf people who use BSL as their first language.

In addition to the information and advice services provided within Customer Services, people with a sensory impairment are also supported by teams within adult social care. Two teams a) Visual Impairment (VI) and b) Deaf and Hard of Hearing (D&HoH) operate currently as stand-alone teams. The contacts and referrals for these teams come from across the adult social care system and include referrals from the Social care information and advice team (SCAIT), the hospital discharge service, intermediate care or Social Workers in other

teams. The two sensory teams are made up of 14 staff (10.5 FTE) that carry out a variety of functions including:

- Social Work
- Information and Advice/support work
- Equipment ordering, installing and training
- Rehabilitation and Mobility Training

Proposals for new service

The new model will ensure that where appropriate people with a sensory impairment have continued good access to information and advice, and that their needs are met at the earliest stage possible and in the most efficient manner. Rehabilitation services will continue to be provided to people who are newly diagnosed with a visual impairment and /or dual sensory loss. There will continue to be specialist social work practitioners to support young people who transition from CYP services.

The proposal plans to improve services by:

- Improving accessible information and advice;
- Giving swifter access to equipment and technology aids;
- Streamlining access to enablement/rehabilitation* services;
- Reducing the number of times service users need to give information;
- Giving more choice and control to the user on how their rehabilitation and training needs should be met;
- For users with high needs and young adults reaching adulthood, improving access to specialist qualified staff.

* services which are provided for a limited period of time to people diagnosed with a visual impairment to help them regain or maximise their independence.

The proposal for the development of the new service model has four elements as described below:

Advice and Information

As mentioned above, the provision of information and advice is a key part of the Care Act. The BSL trained officer within Customer Services currently has contact with over 170 people with sensory impairments per month (2100 per year) asking for support on a wide range of issues, such as completing forms, letter writing, and providing information on local and council services. In addition, staff are trained within the Social Care Information and Advice team as well as within the Care Management teams.

As part of the integration project, a new website is being created bringing together information from the Council, Health, users and the community. There are plans to have the most relevant areas of the site interpreted in British Sign Language via video clip (BSL). In addition, there will also be information available in Braille.

All of the existing BSL information and advice support detailed above will be retained. Within the new model, the plan is to enhance this area by further developing information and tools to support self help and by ensuring good access to information. This will ensure people with sensory impairment receive high quality information and advice at an early stage of contact with the Council.

Enablement support/ rehabilitation/ provision of equipment

In the new model, BSL trained staff will be available to provide enablement to deaf people who are based on hospital wards and awaiting discharge. They will also be available during core hours to support deaf people who are at high risk of going into hospital (admission avoidance).

For people who require equipment, an assessment for specialist sensory equipment to support independence will be provided by trained Trusted Assessors within the Enablement service. This will ensure that the provision of equipment can be linked into the wider assessment of a person's needs.

Sight/Guidance

In the current structure, staff undertake rehabilitation work and communication /guide work for people who have a dual sensory impairment.

It is recognised that people should have more choice over the purchasing and delivery of rehabilitation and guide/communication support. In future, users will be supported to access a direct payment which will enable them to purchase specialist support through organisations such as Sense, RNIB and other local and national sensory providers. We are in discussions with LB Greenwich and LB Bromley to look at how we can further increase this provision locally across the three boroughs.

Social Work (Transitions and support to people who require statutory social work support.

It is recognised that those people with a sensory impairment who require statutory social work support often have other support needs such as mental illness, a learning disability or are transitioning from children's services. There will continue to be specialist practitioners in the proposed model to provide this support to the care management teams.

Achievement of savings

The saving proposed will be achieved through a reorganisation of the existing staffing to better align resources to the model outlined above with a reduction in the overall staffing costs. Subject to the outcome of a formal consultation with staff this is likely to include:

- Some staff moving to the Enablement Service, where further training will be given
- Specialist Social Work staff moving into the Neighbourhood teams.
- A reduction in the overall number of staff within this service

A4 - Remodelling Building Based Day Services

At the time that the Hughesfield Centre closed there were 19 people attending for a total of 29 days per week. Following closure, 12 people attended the Council's in-house provision, mainly at Mulberry and Ladywell, for a total of 18 days per week.

Seven people used other providers of day services in the borough for a total of 11 days per week. For 5 of these their replacement service is delivered from other buildings but not day centres (e.g. the M'Eating Place café).

The replacement service for the remaining 2 people is delivered in community based locations, and one of these has opted to take their one day a week as a Direct Payment.

A6 and A8 - Public Health Programme Review

Access to advice services is one of four themes within the main grants programme and will continue to receive a significant proportion of the grants budget. The grants criteria provide scope for advice agencies to work with us to design the most effective and efficient use of our shared resources. It will be important to ensure that advice services are linked to the integrated health and social care neighbourhoods to ensure that the most vulnerable clients and those with co-morbidities are able to access services.

At present the provision is delivered through 12 GP surgeries and therefore leaves gaps in access to provision for residents who are not registered with these GP practices. GPs will be able to refer to the new neighbourhood bases.

For further information please contact either Joan Hutton, Head of Adult Social Care on 020 8314 6304 or joan.hutton@lewisham.gov.uk, or Dee Carlin, Head of Joint Commissioning on 020 8314 9863 or dee.carlin@nhs.net.