

Housing Select Committee Agenda

Wednesday, 31 October 2018
7.30 pm, Committee Room 3 - Civic Suite
Catford
SE6 4RU

For more information contact: John Bardens (02083149976)

Part 1

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Housing Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 31 October 2018.

Ian Thomas, Chief Executive
Tuesday, 23 October 2018

Councillor Susan Wise (Chair)	
Councillor Peter Bernards (Vice-Chair)	
Councillor Tom Copley	
Councillor Aisling Gallagher	
Councillor Leo Gibbons	
Councillor Silvana Kelleher	
Councillor Olurotimi Ogunbadewa	
Councillor Stephen Penfold	
Councillor Bill Brown (ex-Officio)	
Councillor Juliet Campbell (ex-Officio)	

MINUTES OF THE HOUSING SELECT COMMITTEE

Tuesday 18 September 2018, 7.30pm

Present: Councillors Susan Wise (Chair), Peter Bernards (Vice Chair), Tom Copley, Aisling Gallagher, Leo Gibbons, Silvana Kelleher, Olurotimi Ogunbadewa and Stephen Penfold.

Also Present: Madeleine Jeffery (Private Sector Housing Agency Manager), Osama Shoush (Housing Delivery Manager), Genevieve Macklin (Head of Strategic Housing), Jeff Endean (Housing Strategy and Programmes Manager), Rachel Dunn (Housing Policy and Partnerships Manager), Kevin Sheehan (Executive Director for Customer Services), and John Bardens (Scrutiny Manager).

1. Minutes of the meeting held on 5 July 2018

Resolved: the minutes of the last meeting were agreed as a true record.

2. Declarations of interest

The following non-prejudicial interests were declared:

- Cllr Peter Bernards is a board member of Lewisham Homes.
- Cllr Olurotimi Ogunbadewa is a board member of Lewisham Homes.
- Cllr Tom Copley is a member of the London Assembly.
- Cllr Silvana Kelleher is a Lewisham Homes tenant.
- Cllr Aisling Gallagher is a Lewisham Homes tenant.

3. Responses from Mayor and Cabinet

There were no responses.

4. Working in the private rented sector

Madeleine Jeffery (Private Sector Housing Agency Manager) introduced the report. The following key points were noted:

- 4.1 Since 2001 the number of Lewisham households renting privately has doubled. The private rented sector (PRS) now accommodates 23% of all households in Lewisham.
- 4.2 Private rented sector stock is more likely to be older and considered non-decent than other tenure types. In Lewisham, 27% of PRS dwellings are considered non-decent. PRS homes have nearly double the incidence of dampness compared to the social sector.
- 4.3 The main way to improve standards in the poor quality private rented sector properties is through landlord licensing schemes. Lewisham operates a “mandatory” licensing scheme (national scheme) and an “additional” licensing

scheme (Lewisham only). The number of licensable properties has increased by 73% in one year.

- 4.4 The council's target for its "additional" licensing scheme requires it to license 300 new properties a year for the next five years.
- 4.5 Officers are using an increasing range of data sources to identify areas to target for licensing.
- 4.6 Officers have carried out 3,064 visits since January 2018. 195 potential houses in multiple occupation (HMO) were found, but 103 are being disputed. Landlords often dispute the number of tenants living in the property so as not to fall within the licensing framework.
- 4.7 A high number of landlords do not willingly come forward to licence their HMOs, but the council is trying to work with landlords so help them see the benefits of being licensed.
- 4.8 Officers are also working on developing a business case for an all-borough "selective" licensing scheme in the borough which would apply to all privately rented properties and not just HMOs.
- 4.9 However, a selective scheme can only be introduced where there are persistent and significant problems of anti-social behaviour (ASB) linked to PRS homes in the area and these can be proven.
- 4.10 Officers are developing the evidence base and plan to submit an application to the Secretary of State for Housing, Communities and Local Government in early 2020.
- 4.11 The council has also refreshed its Enforcement Policy, to incorporate changes to the legislative framework such as Civil Penalty Notices, and re-established the rogue landlord team, which is tackling on average 25 illegal evictions/tenant harassment cases each month.
- 4.12 Officers work with trading standards to enforce energy efficiency standards with landlords.
- 4.13 The committee queried whether the council could make use of Interim Management Orders as other boroughs do.
- 4.14 The committee queried whether there were any particular pieces of evidence or data that would jeopardise the borough's application for an all-borough "selective" licensing scheme if it was not able to provide it.
- 4.15 Officers explained that the council would not necessarily have to provide every piece of evidence or data set out in the appendix to the report as long as the

council is able to demonstrate with the data it does have that a “selective” licensing scheme is necessary.

- 4.16 One member of the committee noted that they had seen examples of properties being marketed as potential HMOs. Officers asked members to provide them with information on any such examples.
- 4.17 Officers stressed that their work on rogue landlords was focused on the landlords and not the tenants. No deportations have resulted from any of the council’s work in this area. The council’s housing needs officers will work with tenants when necessary.
- 4.18 The council will also work with tenants to get Rent Repayment Orders when there is a prosecution against a landlord.
- 4.19 The committee queried the absence of an equalities implications paragraph in the report. It was agreed that there were equalities implications and reported that a full equalities assessment would form part of the “selective” licensing business case when it is fully developed and brought back to committee.

Resolved: the committee noted the report.

5. Capital Letters – Collaborative Pan-London Accommodation Procurement

Madeleine Jeffery (Private Sector Housing Agency Manager) introduced the report. The following key points were noted:

- 5.1 London Councils is working with London Boroughs to establish a London-wide procurement vehicle, “Capital Letters”, to deliver new supply of leased and private rented sector (PRS) accommodation for families who are homeless or threatened with homelessness.
- 5.2 Capital Letters will be supported by £38m grant from the Ministry of Housing, Communities, and Local Government and have access to 100% Local Housing Allowance (LHA) from the Department for Work and Pensions.
- 5.3 Capital letters is intended to allow local authorities to reduce the use of expensive self-contained nightly paid (SCNP) so tenants can be offered more security and better property standards.
- 5.4 The council will always need some form of bed and breakfast accommodation but the main driver of the scheme is to reduce the use of expensive nightly paid accommodation.
- 5.5 Capital Letters will help to reduce both numbers in nightly paid as well as overall numbers of homeless as Boroughs can discharge their duty into any leased accommodation.

- 5.6 With 2,000 people in temporary accommodation and 9,000 people on the housing waiting list in Lewisham, the Council's priority is to secure decent, long-term accommodation for families who are homeless or threatened with homelessness.
- 5.7 The scheme will also maximise economies of scale and procure accommodation in or closer to host boroughs.
- 5.8 One committee member expressed concern that the scheme may reduce the Housing List by allocating units of temporary accommodation as a person's permanent accommodation. The committee member also queried whether there would be any legal implications for the Housing Allocation scheme.
- 5.9 Officers explained that there is a need to maximise all accommodation options for homeless families as the demand is too high to be met by social housing alone and that discharging the Council's homelessness duties in the private rented sector was a policy agreed in the past by the Mayor & Cabinet.

Resolved: the committee noted the report and expressed support for the proposal to join Capital Letters.

6. Engaging residents on estate redevelopments

Osama Shoush (Housing Delivery Manager) introduced the report. The following key points were noted:

- 6.1 The council is in the process of creating a Residents' Charter which guarantees all residents the right to remain on their estate and guarantees an increase in genuinely affordable housing.
- 6.2 The Council is proposing to introduce residents' ballots on any estate regeneration scheme that includes replacing existing homes.
- 6.3 The officer report sets out some of the draft principles for a Residents' Charter and how estate regeneration ballots will be used in conjunction with a charter in Lewisham.
- 6.4 The committee expressed concern at the proposed timing of residents' ballots. The committee was concerned that having a ballot early in the process would potentially bind residents.
- 6.5 Officers explained that the Residents' Charter would include a commitment to greater resident involvement and influence over the design process before and after a residents' ballot.

- 6.6 The committee expressed concern about external influences on any residents' ballots. Officers explained that only those who meet the eligibility criteria will be able to vote.
- 6.7 The committee also expressed concern about the offer for private tenants of non-residential leaseholders and freeholders in the proposed Residents' Charter. Officers explained that they would invite responses to this point in the public consultation.

Resolved: the committee noted the report.

7. Building Council Homes for Londoners: Lewisham funding bid

Jeff Endean (Housing Strategy and Programmes Manager) introduced the report. The following key points were noted:

- 7.1 The Mayor of London has secured funding for the provision of new council homes in London. He published his grant funding prospectus, "Building Council Homes for Londoners", in May 2018.
- 7.2 Lewisham intends to submit a bid to the Greater London Authority (GLA) in order to deliver 782 new homes. The council intends to bid for in the region of £108.9m, comprising £57.5m grant funding and £51.4m of additional Housing Revenue Account (HRA) borrowing.
- 7.3 The bid to the GLA covers a four year period. Officers are looking at every available option to deliver the additional homes, with a focus on vacant land. Mid-density and mid-rise developments are anticipated to be part of the programme. Officers will take the time to talk to residents affected by proposed developments. It was noted that there may be tough choices around density and location.
- 7.4 Overall scheme costs to deliver the council funded units are estimated to be in the region of £217m. This includes £57.5m GLA grant funding; £10m retained Right to Buy receipts; £69.4m existing HRA borrowing headroom; £51.4m of additional HRA borrowing; and £28.7m General Fund borrowing.

Resolved: the committee noted the report and expressed broad support for the Council's bid to the GLA's Building Council Homes for Londoners programme for additional funding and borrowing to build new council homes. The committee noted that the programme was an opportunity to build 21st century decent homes and expressed support for building more council homes through schemes like this.

8. New Homes Programme

Jeff Edean (Housing Strategy and Programmes Manager) introduced the report. The following key points were noted:

- 8.1 Planning applications have been submitted for all the homes which are part of the 500 home New Homes Programme. 106 homes are currently moving through the planning process.
- 8.2 The new Mayor has pledged to create 1,000 more social homes over the next four years. Officers anticipate that a full pipelines of potential developments will be available in March 2019.
- 8.3 Of the four “pop-up” new housing developments in Lewisham, two will be for temporary accommodation and the other two will provide secure tenancies for Lewisham Homes.

Resolved: the committee noted the report.

9. Select Committee work programme

John Bardens (Scrutiny Manager) introduced the work programme.

Resolved: the Committee agreed the work programme.

10. Referrals to Mayor and Cabinet

There were no referrals.

The meeting ended at 21.30pm

Chair:

Date:

Housing Select Committee			
Title	Declarations of Interest	Item No.	2
Contributor	Chief Executive		
Class	Part 1 (open)	31 October 2018	

Declaration of interests

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

1 Personal interests

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

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

2 Disclosable pecuniary interests are defined by regulation as:-

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

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

(3) Other registerable interests

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

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

(4) Non registerable interests

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

(5) Declaration and impact of interest on members' participation

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

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

(6) Sensitive information

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

(7) Exempt categories

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

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

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Agenda Item 4

Housing Select Committee		
Title	Lewisham Homes business plan 2019 – 2022	
Contributor	Scrutiny Manager	Item 4
Class	Part 1 (open)	31 October 2018

1. Purpose

Attached is a presentation on the Lewisham Homes business plan for 2019 - 2022.

Margaret Dodwell, Lewisham Homes Chief Executive, will deliver the presentation and take questions from the committee at the meeting.

2. Recommendations

The Committee is asked to consider and note the report.

For further information, please contact John Bardens, Scrutiny Manager, on 02083149976.

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Lewisham Homes Business Plan 2019 – 2022

Consultation with Housing Select Committee

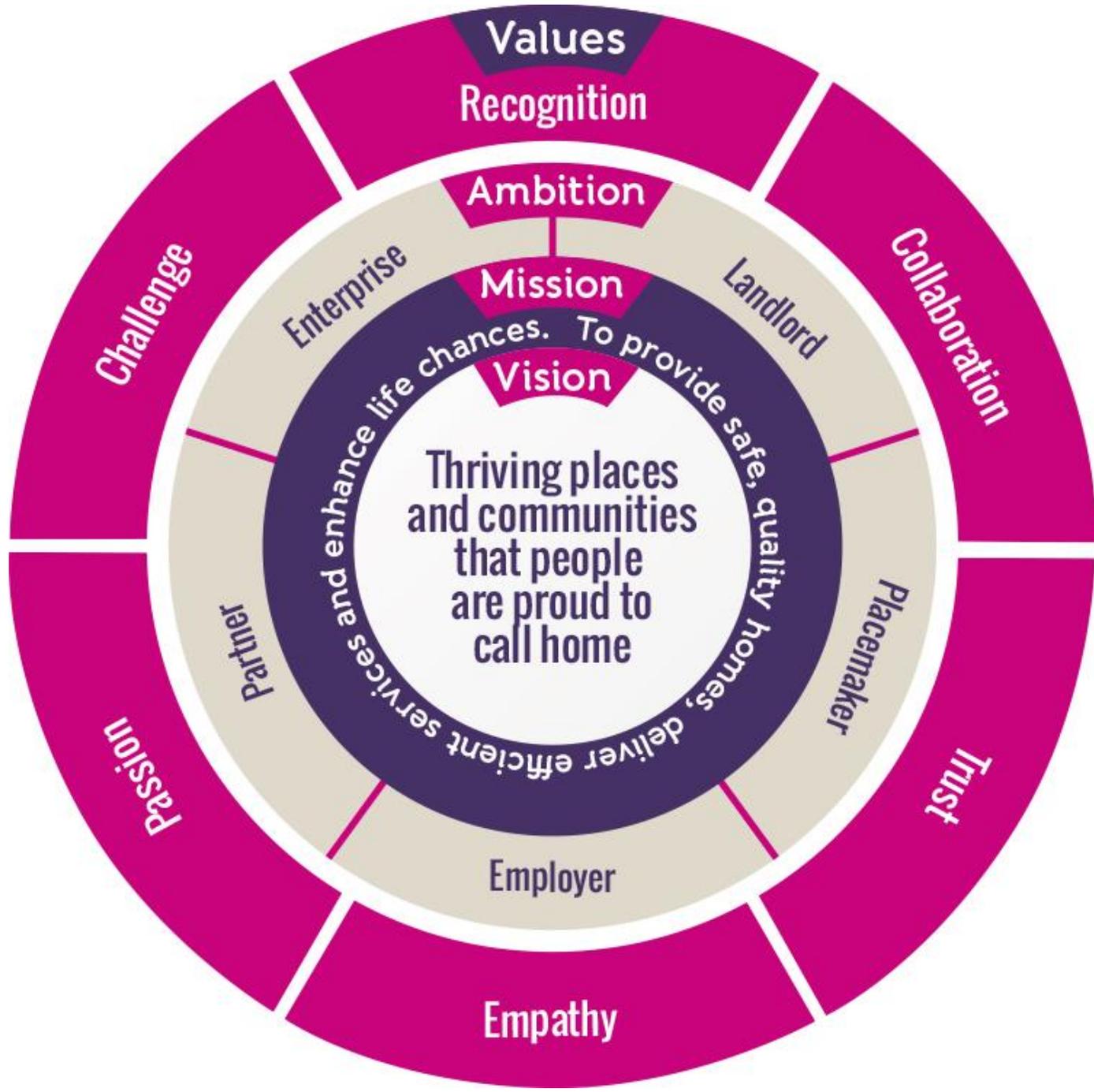
31 October 2018

What we've done and what's been going on...



A new deal for social housing





Lewisham Homes Proposed Vision

*Thriving **communities and places** people are proud to call home*

Lewisham Homes Mission

To provide safe, quality homes, deliver efficient services and enhance life chances.

We will do this by:

- Consistently delivering an excellent and reliable customer experience (**Landlord**)
- Building and investing in safe and sustainable homes and neighbourhoods (**Placemaker**)
- Creating an inclusive team and a place to do great work (**Employer**)
- Working in partnership to improve life chances (**Partner**)
- Being an efficient high performing business, maximising opportunities to deliver more (**Enterprise**)

Consistently deliver an excellent and reliable customer experience (Landlord)

- Focus on core landlord services to be 'brilliant at the basics'
- Greater access and choice through our quality online self service offer
- Help sustain tenancies, working to meet individual needs
- Maintain high quality and safe homes to meet or exceed building safety requirements
- Reduce energy use and fuel poverty
- Know our residents; engage them and ensure their voices are clearly heard

Building and investing in safe and sustainable homes and neighbourhoods (Placemaker)

- Safe and attractive neighbourhoods that promote cohesion
- Deliver quality homes that contribute significantly to the Mayor's new home target
- Innovation and sustainability in all parts of the development process achieving added social value
- Improve and maintain our asset knowledge to ensure informed investment decisions based on sound data
- Increase the use of smart technology to know how our homes are performing and when works are needed

Creating an inclusive team and a place to do great work (Employer)

- Value and encourage our people to be the best they can
- Have an exciting culture and employee offer that attracts, develops and retains talented people
- Invest in skills, expertise and the right tools to ensure we deliver high quality services
- Embed the principles of inclusive leadership and embrace diversity and wellbeing
- Developing our people to drive change through digitisation and service modernisation
- Become a high performing organisation that learns and embraces creativity and change, setting clear expectations, pace and standards

Working in partnership to improve life chances (Partner)

- Continue to be a trusted partner in supporting the delivery of Lewisham Council's aspirations and plans
- Promote investment in communities and a positive image of social housing
- Build local partnerships to promote independent living and reduce social isolation, access to employment and health and wellbeing
- Maximise social value through our partnerships and supply chain
- Facilitate and support digital inclusion

Being an efficient high performing business, maximising opportunities to deliver more (Enterprise)

- Meet all our legal and regulatory responsibilities
- Reduce our cost base through investment in automation and removing waste from processes.
- Focus on embedding a culture of affordability, efficiency and value for money
- Manage risk well – innovate, take measured risks and protect the future
- Put in place a range of new long term stock investment contracts to deliver enhanced value
- Improve access to quality management information to make timely decisions

"If everyone is moving forward together,



then success takes care of itself."

- Henry Ford

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Housing Select Committee			
Report Title	2019/20 Revenue Budget Cuts – Draft M&C Report		
Key Decision	No	Item No.	5
Ward	All Wards		
Contributors	Executive Director for Resources & Regeneration		
Class	Part 1	Date:	31 October 2018

1. PURPOSE

- 1.1. To set out the draft officer revenue budget cuts proposals for consideration by Scrutiny, to enable their comments to be taken by Mayor & Cabinet (M&C) when receiving these cuts on the 21 November, as part of the preparation of a balanced budget for 2019/20 and future years.

2. EXECUTIVE SUMMARY

- 2.1. The Council's net General Fund budget for 2018/19 is £241.3m. This is based on using reserves for the fifth consecutive year to balance the budget and follows four years of Directorates overspending, in part due to the delivery of cuts becoming harder. The current forecast for 2018/19 is an overspend of £11.4m (at July 2018), of which £1.3m relates to previously agreed but as yet undelivered cuts.
- 2.2. To put the Council's finances on a sustainable footing, the Medium Term Financial Strategy identifies the need for £30m of ongoing cuts in the two years to 2020/21 - £17m in 2019/20 and £13m in 2020/21. This is on top of the need to address the persistent in-year overspend in Directorate budgets.
- 2.3. The MTFs anticipates that an additional £25m worth of cuts will be required in the two years following 2020/21. However, these projections remain tentative pending confirmation of any policy, funding, or wider implications from the Chancellor of the Exchequer's Autumn Budget in November and Local Government Finance Settlement announcement in December, and the next Comprehensive Spending Review (CSR) and Fair Funding Review, expected in 2019.
- 2.4. From 2010 to 2020 this will bring the total cuts required to £194m, of which £164m have been agreed with £162.7m delivered and £1.3m in the forecast overspend. This report concentrates on £21m of the £30m budget cuts required to balance the budget over the next two years. Table 1 below shows the agreed budget cuts since 2010 by directorate.

Table 1: Agreed Budget Cuts by Directorate from 2010/11

Year	CYP	COM Services	CUS Services	Res. & Regen.	In-year / Corp.	Total
	£'000	£'000	£'000	£'000	£'000	£'000
2010/11	1,494	801	759	1,135	3,300	7,489
2011/12	6,386	5,744	3,591	4,614	113	20,448
2012/13	4,395	4,611	3,529	4,020		16,555
2013/14	6,469	6,930	2,453	5,082		20,934
2014/15	6,123	11,255	2,843	4,273		24,494
2015/16	4,240	16,118	3,381	3,771	700	28,210
2016/17	3,476	6,892	3,339	3,108	1,400	18,215
2017/18	4,297	10,000	4,182	3,756		22,236
2018/19	824	1,151	294	1,087	1,500	4,856
Total	37,704	63,502	24,371	30,847	7,013	163,437

Source: Council savings and budget reports.

2.5. These cuts have been made in the context of government funding for Local Authorities in England being reduced by 63% over the decade from 2010, Council's facing inflationary pressures of over 20% since 2010, and in Lewisham the demands on the Council increasing as the population has risen to over 300,000 from the 2011 census position of 275,000, a 10% increase.

2.6. The detail presented in this report identifies potential cuts proposals from officers of £20.8m over the two year period 2019/20 to 2020/21. By Directorate and Division these proposals are outlined in table 2 below:

Table 2: Summary of Budget Cuts by Directorate and Division

Directorate / Division	19/20	20/21	Total
	£'000	£'000	£'000
Children and Young People (CYP)			
Children's Social Care	1,550	1,350	2,900
Joint Commissioning and Targeted Support	25	825	849
CYP Total	1,575	2,175	3,749

Directorate / Division	19/20	20/21	Total
	£'000	£'000	£'000
Community Services			
Adult Social Care	2,091	1,982	4,073
Crime Reduction, Supporting People, and Enforcement	555	221	776
Culture & Community Services	1,190	975	2,165
Community Total	3,836	3,178	7,014
Customer Services			
Technology & Change	100	0	100
Environment	817	1,975	2,792
Housing	405	696	1,101
Public Services	1,786	1,124	2,910
Customer Services Total	3,108	3,795	6,903
Resources and Regeneration			
Financial Services	90	350	440
Legal Services (excl. elections)	50	32	82
Policy & Governance	10	259	269
Strategy	30	135	165
Corporate Resources	230	-	230
Human Resources	78	78	156
Planning	50	50	100
Regeneration and Place	318	1,405	1,723
Resources and Regeneration Total	856	2,309	3,165
Council Total – cuts proposed	9,374	11,457	20,831
Cuts required (per July 18 MTFS)	17,000	13,000	30,000
Budget gap	7,626	1,543	9,159

2.7. The report presents a summary of the cuts proposed with detailed proformas provided for each of the proposed cuts for 2019/20 and 20/21 by Directorate appended to this report.

- 2.8. At this stage, if all the proposed cuts are agreed and there are no further proposals, nor any surprises from the local government finance settlement in December, the Council's budget for 2019/20 would need to be set using £7.6m of reserves.
- 2.9. There is scope for two additional rounds of budget cuts to be taken through the decision process as part of setting the 19/20 budget, as detailed in section 10 below. Consideration of how the gap for 2019/20 will be closed, either through proposals for further cuts or the use of reserves, will be addressed in subsequent reports to Mayor and Cabinet up to and including the 2019/20 budget report in February 2019.
- 2.10. Overall the strategic focus for services in terms of the Medium term Financial Strategy is on:
- Catching-up and delivering unachieved budget cuts in 2018/19 and taking management action to bring overspends back in-line with budgets;
 - Continuing the work to manage demand, improve service effectiveness and efficiency, and generate income to bring the return for this work through the financial monitoring in 2019/20; and
 - Work on bringing forward further proposals to close the budget gap as soon as possible, including through 2018/19 and 2019/20 so that part year effects can be taken.

3. RECOMMENDATIONS

- 3.1. Scrutiny committees are asked to review and comment on these proposals and recommendations and that their feedback is referred on by Public Accounts Committee for Mayor & Cabinet as follows:
- 3.2. Mayor and Cabinet are asked to:
- 3.2.1. Note the progress with identifying budget cuts, the £7.6m shortfall against the target for 2019/20, and the implications for the use of reserves.
- 3.2.2. Review the new cuts proposals presented in Section 9 and Appendices 1 to 4, totalling £20.8m and referenced:
- CYP1 to CYP7
 - COM1 to COM17
 - CUS1 to CUS14
 - RES1 to RES19
- 3.2.3. Consider the comments of the Public Accounts Select Committee of the 16 November 2018, which incorporates the views of the respective select committees.

- 3.2.4. Authorise officers to carry out consultations where staff consultation is necessary in relation to the proposal and delegate the decision to the relevant Executive Director for the service concerned.
- 3.2.5. Authorise officers to carry out consultations where public consultation is necessary in relation to the proposal and ask officers to report back to the Mayor with the outcome, for a decision to be made.
- 3.2.6. Where no consultation is required, either:
- agree the cut proposal, or
 - delegate the decision to the relevant Executive Director for the service concerned.
- 3.2.7. Or, request officers to complete further work to clarify the proposal and that officers then re-submit the proposal at the earliest opportunity for a decision.

4. STRUCTURE OF THE REPORT

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

Section	Title
1	Purpose of the report
2	Executive summary
3	Recommendations
4	Structure of the report
5	Policy Context
6	Financial Context
7	Lewisham 2020
8	Approach to 2019/20 Budget Cuts
9	Proposed Budget Cuts
10	Timetable
11	Financial implications
12	Legal implications
13	Conclusion
14	Background documents
	Appendices

5. POLICY CONTEXT

- 5.1. The Council's strategy and priorities drive the Budget with changes in resource allocation determined in accordance with policies and strategy. The Council's vision "together, we will make Lewisham the best place in London

to live, work and learn” was adopted by the Lewisham Strategic Partnership as part of the Sustainable Community Strategy, along with six over-arching priorities:

Sustainable Community Strategy

- **Ambitious and achieving:** where people are inspired and supported to their potential.
- **Safer:** where people feel safe and live free from crime, antisocial behaviour, and abuse.
- **Empowered and responsible:** where people are 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 communities and town centres, well connected to London and beyond.

Corporate Priorities

The Council’s ten ‘enduring’ priorities were agreed by full Council and are the principal mechanism through which the Council’s performance is reported and through which the impact of saving and spending decisions are assessed. The Council’s priorities also describe the Council’s contribution to the delivery of Lewisham’s Sustainable Community Strategy 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.

Values

5.2. Values are critical to the Council's role as an employer, regulator, securer of services and steward of public funds. The Council's values shape interactions and behaviours across the organisational hierarchy, between officers, and members, between the council and partners and between the council and citizens. In taking forward the Council's Budget Strategy, we are guided 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.

5.3. Very severe financial constraints have been imposed on Council services with cuts to be made year on year on year, and this on-going pressure is addressed here in this report, incorporating further budget cuts for 2019/20.

6. FINANCIAL CONTEXT

6.1. The Council has a net General Fund budget for the current financial year, 2018/19, of £241.3m. The schools Dedicated Schools Grant (DSG) and Housing Revenue Account (HRA) are discrete and so do not form part of this report.

6.2. In addition, the Council receives and spends other income and grants for General Fund services which are budgeted for on a net nil basis – i.e. expenditure matches the level of income. These include: Public Health, Better Care Fund & improved Better Care Fund, fees and charges; and various grants for areas such as troubled families and homelessness. Any overspend in these areas has to be met from other resources in the General Fund.

6.3. In 2017/18 the Council ended the financial year with a Directorate overspend position of £16.5m with the largest pressures being in the areas of Children's Social Care, Children's Joint Commissioning, and Environment services. These pressures arise from a combination of:

- The impact of government policy changes;

- Market developments and responses to inspection findings;
 - Demand pressures as the population of Lewisham grows; and
 - Difficulties in delivering agreed cuts with the full financial impact.
- 6.4. The 2018/19 budget is under pressure from the need to deliver services within the available level of financial resource and identify further reductions. The 2018/19 budget was set using £8.6m of reserves as insufficient cuts were agreed. This cuts shortfall is carried forward and forms part of the £17m target for 2019/20. Any unachieved cuts in 2019/20 will most likely have to be met by using reserves and will then also be carried forward to 2020/21, increasing the budget reductions requirement for that year.
- 6.5. Furthermore, Directorates are currently forecasting an end of year overspend in the region of £11.4m, including £1.3m of as yet unachieved cuts. Any overspend also has to be met from the use of the Council's once-off reserves and provisions.
- 6.6. In the nine years between 2010/11 and 2018/19 the Council has agreed budget cuts of £164m of which £162.7m have been delivered and £1.3m form part of the forecast overspend for 2018/19 as noted above.
- 6.7. In July 2018, the Council's Medium Term Financial Strategy (MTFS) was presented to members. This referenced a number of risks, the likelihood and impacts of which remain uncertain. The main risks are in the areas of:
- reducing preventative services;
 - changes in regulations and standards;
 - government policy and funding changes; and
 - demographic change and wider social implications linked to the above.
- 6.8. For 2019/20 and beyond, to put the Council's finances on a sustainable footing, the MTFS identifies the need for £30m of ongoing cuts in the two years to 2020/21 – split £17m in 2019/20 and £13m in 2020/21.
- 6.9. The MTFS also anticipates that post 2020 approximately £25m of further cuts will be required over the two year period starting 2021/22. These longer dated cuts projections remain uncertain pending confirmation of any policy, funding, or wider economic changes. These estimates will be revisited for any implications from the Chancellor of the Exchequer's Autumn Budget in November and in the 2019/20 provisional Local Government Finance Settlement announcement in December. And, looking further ahead, more fundamentally for the impacts from the next Comprehensive Spending Review (CSR) expected in 2019, including a Fair Funding Review.
- 6.10. The Council's four year Revenue Support Grant settlement comes to an end in 2019/20. There is uncertainty as to the level of funding the Council will receive after 2019/20. Funding baselines for local authorities, as determined

by the local government finance settlement, are based on an assessment of local authorities' relative needs and resources. The methodology behind this assessment was introduced over ten years ago, and has not been updated since the introduction of the 50% business rates retention system in 2013/14.

6.11. The government is therefore undertaking a Fair Funding Review to update the needs formula and set new funding baselines for the start of the new 75% (currently 100% retention with the pilot pool) business rates retention scheme, from April 2020.

6.12. It is expected that the 2020/21 provisional local government finance settlement will be announced in December 2019. Until then, the uncertainty in the Council's future funding forecasts remains.

7. LEWISHAM 2020

7.1. The cuts proposals are considered through the lens of the enabling approaches, set out in the Lewisham 2020 strategy, to help with monitoring the impact of the cuts and service changes.

7.2. The Lewisham 2020 themes are:

- Creating the conditions where communities will be able to support themselves;
- Actively exploring all opportunities to share services;
- Digitising our services and our interactions with residents (to help simplify and manage demand); and
- Developing entrepreneurial approaches to income generation, particularly in relation to assets.

7.3. Table 3 below summarises examples of cuts made to date and proposed (as set out in this report) by Lewisham 2020 transformation theme.

Table 3: Examples of cuts

Transformation theme	Examples - proposed
Communities supporting themselves	<ul style="list-style-type: none"> • Strengthening community support and personalisation of adult social care • Looking to community for action where grant funding and local assemblies budgets reduced
Sharing Services	<ul style="list-style-type: none"> • None at this time
Digitising services	<ul style="list-style-type: none"> • Children and Adult Social Care system improvements • Improved access to public services and automation

Transformation theme	Examples - proposed
Income generation	<ul style="list-style-type: none"> • Timely charging and collection of debt (e.g. for adult social care services) • Arts (e.g. Broadway Theatre) and events (e.g. parks) • Changes to charges for garden and commercial waste, lumber, and bereavement services • Income from commercial estate, electric vehicle charging points, and for planning services
Managing demand	<ul style="list-style-type: none"> • Working with market providers for children and adult social care services to improve access to lower cost provision options (better outcomes at lower cost) • Alternative more cost effective temporary accommodation provision • Stopping members car run service.

7.4. In addition to the approaches noted above, the level of cuts required continues to require work on cost control in all areas (e.g. use of agency staff, contract management, etc.) and an acceptance of more service and financial risk through ever leaner corporate governance, risk and control arrangements.

8. APPROACH TO 2019/20 BUDGET CUTS

8.1. Over the past five years, the Lewisham Future Programme was the Council's approach to carry out a fundamental review of services and drive organisational change in order to meet the required reductions in spending needed to set balanced budgets. This Programme focused on the areas of greatest spend, recognising that in consecutive years of significant spending reductions, even greater innovation, focus on the customer, and cross-cutting thinking was required to deliver budget cuts whilst attempting to minimise the impacts on the residents and customers of Lewisham.

8.2. Five years on, the continuing use of reserves to set the annual budget and urgency for the Council to further reduce its budget has not diminished the imperative for cuts. There still remains significant pressure on the Council's limited resources to meet the growing demands of the people it serves.

8.3. Officers have therefore recognised the need for a fresh approach to the budget cuts process which will look differently at the pressures, risks, and opportunities which lie ahead. With a new administration developing a new community strategy and new chief executive evaluating options and the priorities for change, the approach for bringing forward cuts proposals for 2019/20 has reverted to a rigorous back to basics approach, focused on the Directorates accountability for delivering services to budget.

- 8.4. This year has therefore seen the reintroduction of the Star Chamber process. Targets have not been set by service area or work strand. Instead, Heads of Service were asked to set out the full range of cuts that could be made (including any investment required) for 2019/20 and 2020/21, setting out the risks, and possible mitigations, up to their boundaries with statutory responsibilities.
- 8.5. The Executive Management Team held Star Chamber meetings with each Executive Director summarising the financial position for their services and the actions being taken to manage costs within budget. Heads of Service then presented their cuts proposals for the following two years. The purpose of the EMT Star Chamber sessions was to ensure that all options are considered, and any financial interdependencies between services were not overlooked.

The Decision making process

- 8.6. The decision making process for budget cuts depends on the nature of each individual cut being proposed. The decision depends on the scale and impact of the proposal and the actions required to deliver it. For example; a proposal requiring staff consultation can either be reserved by Mayor and Cabinet to themselves or follow the usual delegation for employment matters to the chief executive. In either case the decision can only be taken after completion of the consultation and a full report setting out the equalities, legal and financial implications for the decision maker.
- 8.7. Table 4 below shows the combination of criteria possible for a proposal (the first three rows) with the remaining rows identifying the options for concluding the decision available to Mayor & Cabinet. Appendix 8 shows which proposals require consultation etc.

Table 4: Options for Decisions

Decision combinations	1	2	3	4	5	6
Key Decision - >£500k and/or specific ward impact	N	Y	Y	N	Y	Y
Public Consultation	N	N	Y	N	N	Y
Staff Consultation	N	N	N	Y	Y	Y
Decision routes for M&C						
M&C agree to consult – proposal to return to M&C for decision			✓	✓	✓	✓
M&C take decision – no consultation required	✓	✓				
Delegate to Exec. Dir. to consult and take decision				✓	✓	

Delegate to Exec. Dir. – no consultation required	✓	✓				
Other – e.g. seek clarification, reject, endorse.	✓	✓	✓	✓	✓	✓

9. PROPOSED BUDGET CUTS

- 9.1. The £20.8m of cuts presented in overview in this section all relate to the cuts required of £30m for 2019/20 and 20/21. The proposed cuts are presented by Directorate and have passed through the Star Chamber process.
- 9.2. A number of proposals relate to increasing income generation, whilst others require an initial investment to facilitate the changes necessary to reduce costs. Further details are presented setting these details out in the proformas at Appendices 1 to 4.

Children and Young People's Directorate

- 9.3. The Directorate of Children and Young People has proposed budget cuts of £3.7m over a period of two years. This represents 7% of the directorate's net budget. The majority of cuts are from the children's social care budget, mainly improving systems and increasing efficiencies.
- 9.4. The detailed proposals are attached at Appendix 1 to this report and summarised in table 5 below:

Table 5: Summary of Children and Young People's Proposed Budget Cuts

Division	Ref	Proposals	2019/20	2020/21	Total
			£'000	£'000	£'000
Children's Social Care					
The service covers all Children's Social Care functions including early help. The service works with children who need to be looked after and safeguarded from harm. The service provides support to families to promote children's upbringing in their own families, provided that this is consistent with the child's welfare.					
Net Budget £41.7m					
Proposed Cuts £2.9m, representing 7% of the net budget					
	CYP1	More efficient use of residential placements	500	300	800
	CYP2	Improved placement process and more efficient systems with rigorous control through operating model and IT	250		250

Division	Ref	Proposals	2019/20	2020/21	Total
			£'000	£'000	£'000
	CYP3	Systematic and proactive management of the market for independent fostering	350	600	950
	CYP4	Commission semi-independent accommodation for care leavers	250	250	500
	CYP5	Residential framework for young people - Joint South East London Commissioning Programme	200	200	400
		Subtotal	1,550	1,350	2,900
<p>Joint Commissioning and Targeted Support</p> <p>The service provides all the functions related to individual children with complex and/or special educational needs; the Educational Psychology service; support for schools re crime and liaison with the Youth Offending Service (YOS); securing integrated workforce strategy and practice across the partnership.</p> <p>The Children and Young People's Joint Commissioning Team are responsible for designing, commissioning and contract managing the delivery of a wide range of services on behalf of the local authority and Lewisham Clinical Commissioning Group.</p> <p>Net Budget £11.8m</p> <p>Proposed Cuts £849k, representing 7% of the net budget</p>					
	CYP6	Cease funding for former CYP funded post in Voluntary Action Lewisham	25	25	49
	CYP7	Early Help Redesign		800	800
		Subtotal	25	825	849
CYP Total		Total	1,575	2,175	3,749

Community Services Directorate

- 9.5. The following cuts are proposed by the Community Services Directorate over a period of two years. The total cuts represent 8% of the Directorate's total net budget. Over half of the total cuts are to the Adult Social Care budget focussing on cost reduction over the two year period.
- 9.6. Details of each proposal can be found in Appendix 2 of this report. A supplementary report on the cost of Adult Social Care is attached to this report at Appendix 2b. The report aims to improve understanding of the service and provides information on the weekly cost of a care package by

service user type, how many people in that group receive that type of care, and a typical type of care a person might receive for that weekly cost.

Table 6: Summary of Community Services Proposed Budget Cuts

Division	Ref	Summary of Proposals	2019/20	2020/21	Total
			£'000	£'000	£'000
Adult Social Care					
The service offers a range of care and support services to help frail, disabled and other vulnerable adults to remain independent, active and safe. Support is provided in their own homes, in a community setting or in a care home.					
Net Budget £71.3m					
Proposed Cuts £4.1m, represents 6% of net budget					
	COM1	Managing demand at the point of access to adult social care services	122		122
	COM2	Ensuring support plans optimise value for money	250	250	500
	COM3	Increase revenue from charging Adult Social Care clients	159		159
	COM4	Reduce costs for Learning Disability and Transitions	900	1,000	1,900
	COM5	Increased focus of personalisation	260	482	742
	COM6	Reduction in Mental Health Residential care costs	300	200	500
	COM7	Reduction in Adult Social Care contribution to Mental Health Integrated Community Services	100	50	150
		Subtotal	2,091	1,982	4,073
Crime Reduction, Supporting People, & Enforcement					
The service covers Crime reduction, safer neighbourhood initiatives and CCTV. Supporting children and young people who are involved in or are the victims of crime. Enforcement and Regulation activities including Trading Standards, Environmental Health and licensing activities.					
Net Budget £9.9m					
Proposed Cuts £776k, representing 8% of net budget					
	COM8	Change in the public engagement responsibilities for air quality and dedicated funding	-	60	60

Division	Ref	Summary of Proposals	2019/20	2020/21	Total
			£'000	£'000	£'000
	COM9	Cut to intensive housing advice and support service	300	-	300
	COM10	Crime, Enforcement & Regulation reorganisation	255	161	416
		Subtotal	555	221	776
Culture & Community Services					
The service covers libraries, arts and entertainment, adult education, community/neighbourhood development and leisure, sports and recreation activities.					
Net Budget £9.2m					
Proposed Cuts £2.2m representing £24% of net budget					
	COM11	Hub Libraries cuts to staffed opening hours	-	450	450
	COM12	Cut to Main Grants budget	600	400	1,000
	COM13	Reduction in Arts, Development and Events Funding	145	-	145
	COM14	Reduce Local Assemblies funds	270	-	270
	COM15	Extend use of Broadway theatre	-	50	50
	COM16	Cultural and Community Development Service Staffing	75	75	150
	COM17	Ending the Small and Faith Fund	100	-	100
		Subtotal	1,190	975	2,165
Community Total			3,836	3,178	7,014

Customer Services Directorate

9.7. The following cuts are proposed by Customer Services directorate over a period of two years. These proposals represent a reduction of 17% of the directorate's net budget. Eight out of the fourteen proposals are centered on increasing income, and three proposals will require investment in order to be achieved.

9.8. Details of each proposal can be found in Appendix 3 of this report:

Table 7: Summary of Customer Services Proposed Budget Cuts

Division	Ref	Proposals	2019/20	2020/21	Total
			£'000	£'000	£'000
<p>Technology & Change The service area co-ordinates and manages the provision and maintenance of ICT tools; identifying, supporting and leading transformation and continuous improvement that can be enabled or assisted by ICT. Net Budget £4.9m Proposed Cuts £100k, representing 2% of the net budget</p>					
	CUS1	Printing reduction	100	-	100
		Subtotal	100	-	100
<p>Environment The service area includes the following - Waste Management (refuse & recycling), Cleansing, Green Scene (parks and open spaces), Fleet and Passenger Services, Bereavement Services and Markets. Net Budget £19.8m Proposed Cuts £2.8m, representing 14% of the net budget</p>					
	CUS2	Income Generation – Increase of Garden Waste Subscription	278	485	763
	CUS3	Income Generation - Events in Parks	200	300	500
	CUS4	Income Generation – Increase in Commercial Waste Charges	150	300	450
	CUS5	Increase charge for the collection of Domestic Lumber from households	30		30
	CUS6	Bereavement Services increase income targets	67	67	134
	CUS7	Reduce sweeping frequency to residential roads to fortnightly.		823	823
	CUS8	Close the 4 remaining Automated Public Toilets within the Borough	92		92
		Subtotal	817	1,975	2,792
<p>Strategic Housing The service area includes the following - Housing Needs (including Housing Options and Home Search), Housing Partnership & Development and Private Sector Housing. Net Budget £5.4m Proposed Cuts £1.1m, representing 20% of the net budget</p>					

Division	Ref	Proposals	2019/20	2020/21	Total
			£'000	£'000	£'000
	CUS9	Cost reductions in homelessness provision – income generation and net budget reductions	405	696	1,101
		Subtotal	405	696	1,101
<p>Public Services The service area provides the 'front door' to a wide range of services across the Council. This area includes Customer Contact Centre, Registrars, Revenues, Benefits, Emergency Planning and Parking Management. Net Budget £10.7m Proposed Cuts £2.9m representing 26% of the net budget</p>					
	CUS10	Invest to save – create revenues protection team	806	394	1,200
	CUS11	Process automation in Revenues and Benefits	-	250	250
	CUS12	Invest to save – improve Housing Benefit overpayment recovery	480		480
	CUS13	Invest to save – improve sundry debt collection	-	480	480
	CUS14	Parking Service – revenue review	500	-	500
		Subtotal	1,786	1,124	2,910
Customer Services Total		Total	3,108	3,795	6,903

Resources and Regeneration Directorate

- 9.9. The directorate for Resources and Regeneration has proposed cuts of £3.2m over two years, representing a 14% reduction in the directorate's net budget.
- 9.10. Only a third of the proposals relate to 2019/20, the majority of reductions will occur in 2020/21, with most of the cuts relating to Regeneration and Place. Seven out of the nineteen proposals will require a level of investment before the reductions can be realised.
- 9.11. Full details of each proposal are attached as Appendix 4 to this report.

Table 8: Summary of Resources and Regeneration Proposed Budget Cuts

Division	Ref	Proposals	2019/20	2020/21	Total
			£'000	£'000	£'000
Financial Services					
The service area provides financial guidance, advice and support for managers to ensure sound financial management in all areas of business activity; provides administrative support for back office business processes; administers the pension fund, provides a payroll service whilst ensuring compliance and probity throughout.					
Net Budget £3.0m					
Proposed Cuts £440k, representing 15% of the net budget					
	RES1	Benefits Realisation of Oracle Cloud	90	350	440
		Subtotal	90	350	440
Legal Services (excl. elections)					
The service area is responsible for ensuring legal compliance, facilitate the fulfilment of Council objectives in a way that is resistant to legal challenge, and ensure robust decision making processes.					
Net Budget £2.3m					
Proposed Cuts £82k, representing 4% of the net budget					
	RES2	Legal fees increase	50	32	82
		Subtotal	50	32	82
Policy & Governance					
The service area oversees generic policy development, performance management and service redesign. Undertakes research and evaluates emerging themes and issues of strategic importance. Ensures that intelligence is effectively co-ordinated and utilised. Provides support for elected Members in fulfilment of their duties as ward representatives, decision makers and scrutiny councillors, helping them achieve greater democracy and public engagement in the local decision making. Provides business and secretariat support to the Chief Executive and Executive Directors.					
Net Budget £4.5m					
Proposed Cuts £269k, representing 6% of the net budget					
	RES3	Executive Office – Administrative Support Staff Reduction	-	104	104
	RES4	Policy, Service Design and Intelligence – Reduction on staffing	-	155	155
	RES5	Withdrawal of Councillor Car Run Delivery Service	10		
		Subtotal	10	259	269
Strategy					

Division	Ref	Proposals	2019/20	2020/21	Total
			£'000	£'000	£'000
<p>The service area provides corporate leadership, bringing local public agencies together to deliver the Sustainable Community Strategy priorities; leads on the Council's community governance agenda; supports the work of Mayor and Cabinet in their leadership roles; promotes the reputation of the Council, working to enhance service delivery through information campaigns, building sustainable relationships and dialogue with residents and other stakeholders.</p> <p>In addition, it provides employment and business support for the local economy; maintenance of the local economic assessment; strategic leadership on business employment and the European Union (EU).</p> <p>Net Budget £2.2m</p> <p>Proposed Cuts £165k, representing 8% of the net budget</p>					
	RES6	Increase income supporting the Funding Officer post and review the Economy and Partnerships Function	30	80	110
	RES7	Reduce corporate apprenticeships salaries budget	-	55	55
		Subtotal	30	135	165
<p>Corporate Resources</p> <p>The service area facilitates the Council's Strategic Finance activities (managing the cuts and budget setting process, providing corporate finance advice (including procurement), performing treasury management functions and managing the pension fund) to support delivery of Council objectives.</p> <p>It also oversees the Council's governance, risk and controls processes; coordinates and provide assurance on the framework of internal control, undertakes investigations, and delivers professional guidance and support in respect of insurances, risk management and health & safety.</p> <p>Net Budget £2.5m</p> <p>Proposed Cuts £230k, representing 9% of the net budget</p>					
	RES8	Insurance costs – premium reduction	30	-	30
	RES9	Insurance costs – self-insurance reserves	200	-	200
		Subtotal	230	-	230
<p>Human Resources</p> <p>The service area is responsible for enabling and supporting the organisation to attract, recruit, retain and develop a skilled and high performing workforce committed to helping the Council achieve its outcomes.</p> <p>Net Budget £2.6m</p> <p>Proposed Cuts £156k, representing 6% of the net budget</p>					

Division	Ref	Proposals	2019/20	2020/21	Total
			£'000	£'000	£'000
	RES10	Cease graduate programme	78	78	156
		Subtotal	78	78	156
Planning					
The service area is responsible for ensuring that the development and use of land in the long term public interest are achieved through a positive and proactive approach to shaping, considering, determining and delivering development proposals.					
Net Budget £0.7m					
Proposed Cuts £100k, representing 14% of the net budget					
	RES11	Increase in pre-application fees	50	50	100
		Subtotal	50	50	100
Regeneration and Place					
The service area works to renew the physical fabric of the borough sustainably, and enhance the overall economic well-being of Lewisham through programme management capital delivery; school place expansion programme; town centre regeneration; asset strategy; contract management; maintenance of the corporate estate (including investment assets); and Transport (including highways improvement and lighting).					
Net Budget £7.4m					
Proposed Cuts £1.7m, representing 23% of the net budget					
	RES12	Catford complex office rationalisation	-	250	250
	RES13	Reduction in Business Rates for the Corporate Estate	-	100	100
	RES14	Corporate Estate Facilities Management Contract Insourcing	100	100	200
	RES15	Commercial Estate Growth		500	500
	RES16	Commercial Property Investment Acquisitions	140	140	280
	RES17	Beckenham Place Park – income generation	28	105	133
	RES18	Electric Vehicle charging points	50	50	100
	RES19	School crossing patrol		160	160
		Subtotal	318	1,405	1,723
Resources and Regeneration Total		Total	856	2,309	3,165

10. TIMETABLE

- 10.1. The key dates for considering this cuts report via scrutiny and Mayor and Cabinet (M&C) are as follows:

Review of budget cuts proposals	Healthier	Children & Young People	Sustainable	Housing	Safer Stronger	Public Accounts
Select Ctte.	9 Oct	17 Oct	29 Oct	31 Oct	5 Nov	16 Nov
M&C	21 November					

- 10.2. The M&C decisions are then subject to the usual Business Panel scrutiny call in process and reconsideration at the following M&C if necessary. The M&C report will be presented to the Overview and Scrutiny Business Panel on the 4 December 2018.
- 10.3. If required, two more cuts rounds can be taken through the decision process, still with the possibility (if no consultation required) of achieving a full-year effect of cuts in 2019/20. The key dates for these rounds are as follows:

Review of Cuts proposals	Healthier Communities	Children & Young People	Sustainable Development	Housing	Public Accounts	Safer Stronger
Select Ctte.	3 Dec	6 Dec	12 Dec	17 Dec	20 Dec	19 Dec
M&C	16 January 2019					
Select Ctte.	16 Jan	24 Jan	30 Jan	31 Jan	5 Feb + Budget	4 Feb
M&C	6 Feb + Budget					

- 10.4. The Overview and Scrutiny Business Panel for these rounds will be 29 January and 19 February respectively.

11. FINANCIAL IMPLICATIONS

- 11.1. This report is concerned with the cuts proposals to enable the Council to address the future financial challenges it faces. There are no direct financial implications arising from the report other than those stated in the report and appendices itself.

12. 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. If service reductions would result in redundancy, then the Council's usual redundancy and redeployment procedure would apply. If proposals would result in more than 20 but fewer than 100 redundancies in any 90 day period, there would be a requirement to consult for a period of 30 days with trade unions under Section 188 Trade Union and Labour Relations (consolidation) Act 1992. The consultation period increases to 45 days if the numbers are 100 or more. This consultation is in addition to the consultation required with the individual employees. If a proposal entails a service re-organisation, decisions in this respect will be taken by officers in accordance with the Council's re-organisation procedures.

Equalities Legislation

- 12.4. The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following 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. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed in the paragraph above.
- 12.7. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.
- 12.8. The Equality and Human Rights Commission has 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:
<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>
- 12.9. <https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>
- 12.10. The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- The essential guide to the public sector equality duty.
 - Meeting the equality duty in policy and decision-making.
 - Engagement and the equality duty: A guide for public authorities.
 - Objectives and the equality duty. A guide for public authorities.
 - Equality Information and the Equality Duty: A Guide for Public Authorities.

- 12.11. 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: <https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>
- 12.12. The EHRC has also issued Guidance entitled “Making Fair Financial Decisions”. <https://www.equalityhumanrights.com/en/advice-and-guidance/making-fair-financial-decisions>. It appears at Appendix ix and attention is drawn to its contents.
- 12.13. The equalities implications pertaining to the specific service reductions are particular to the specific reduction.
- 12.14. Members are reminded that the overall equalities in respect of these cuts and the other scrutinised and presented to Mayor & Cabinet in September 2015 were considered through the individual proposals and overall. Appendix xi presents that information for ease of reference.

The Human Rights Act

- 12.15. 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.
- 12.16. 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 |
- 12.17. 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

12.18. 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

12.19. 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

12.20. 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

12.21. Members’ attention is drawn to the specific legal implications arising in relation to particular proposals set out in the relevant proforma in Appendices 1 to 4 of this report.

Equalities Implications

12.22. Each budget cut proposal reviews the potential equalities implications for those impacted. In this case, they are mainly all Low or Not Applicable (N/A). There are seven exceptions, four high and three medium.

12.23. The assessed medium impacts are in respect of the following:

- Com9, cut to intensive housing advice and support service,
- Res4, the policy, service design and intelligence – reduction in staffing proposal, and;
- Cus9, cost reductions in homelessness provision – income generation and net budget reductions, Cus9.

- 12.24. The equality implications assessed as high are as follows:
- Com8, Change in the public engagement responsibilities for air quality and dedicated funding,
 - Com10, Crime, Enforcement & Regulation reorganisation
 - Com11, Hub Libraries cuts to staffed opening hours; and
 - Com12, Cut to Main Grants budget

12.25. Subject to being agreed, these assessments will be kept under review as the cuts to services are implemented.

13. CONCLUSION

13.1. The Council expects to need to make further cuts between now and 2020/21 as the resources available to run services continue to be reduced and because insufficient budget reductions have been identified to date. This results in the Council having to use its reserves when setting the budget. This is not sustainable as reserves are only available on a once off basis.

13.2. The expected amount and timing of the cuts for 2019/20 and future years has been detailed above. However, the definitive position is dependent on the Autumn Budget and Local Government Finance Settlement due in November and December respectively.

14. BACKGROUND DOCUMENTS AND FURTHER INFORMATION

Short Title of Report	Date	Contact
Medium Term Financial Strategy http://councilmeetings.lewisham.gov.uk/documents/s58239/Medium%20Term%20Financial%20Strategy%202019-20.pdf	July 2018	David Austin
Budget 2018/19 http://councilmeetings.lewisham.gov.uk/documents/s55304/2018%2019%20Budget.pdf	February 2018	David Austin

Appendices

1. Children and Young People Budget Cuts Proposals
2. Community Services Budget Cuts Proposals
- 2b. The Cost of Adult Social Care
3. Customer Services Budget Cuts Proposals
4. Resources and Regeneration Budget Cuts Proposals
5. Corporate Savings Principles
6. Making Fair Financial Decisions Guidance
7. Policy and Equalities Analysis
8. Summary of Cuts proposals

For further information on this report, please contact:
David Austin, Head of Corporate Resources on 020 8314 9114

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

1. Cuts proposal	
Proposal title:	More efficient use of residential placements
Reference:	CYP1
Directorate:	Children and Young People (CYP)
Head of Service:	Executive Director Children and Young people
Service/Team area:	Commissioning
Cabinet portfolio:	Cabinet Member for Children's Services
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
More efficient use of residential placements £800k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The council is required to place Looked After Children (LAC) to meet their needs, protect them and enable them to thrive. The majority of LAC are placed in either in-house or agency foster care. For some children and young people however, a residential placement will be the right option. Given the high cost of such provision, the challenging national and local market, and the variable outcomes from such provision, we will look to reduce out of borough placements in residential homes. We will not remove children from settled and successful placements but we will review all existing placements and carefully scrutinise new placements with the aim of having more children in family settings or suitable residential provision in or close to Lewisham.</p>
Cuts proposal
<p>The focus of this proposal is to quickly develop a more robust approach to the management of the residential care market. This will focus on the whole market and will be linked to a new Quality Assurance Framework which measures both outcomes for children and young people and value for money of provision.</p> <p>A systematic review of the market will baseline the current costs of the commissioned services to inform intelligent and challenging conversations with service providers, including potential work with providers to develop new provision. This will happen against a backdrop of shaping new accommodation and support solutions for vulnerable children and young people in Lewisham to reduce demand for and time in residential care.</p> <p>The new approach to commissioning is based on a new relationship between the commissioning function in CYP and the provider market in Lewisham and beyond. Initial focus will be a reduction in costs on high cost placements. The review focusing on an initial cohort of 10 placements. The average cost of Lewisham's 10 most expensive current residential placements is £5,599 per week.</p> <p>In order to achieve an £800k reduction in cost over 2 years, the average weekly placement fee for each of these placements would need to reduce to £4,061 per week. 88% of London Care Services' (LCS) specialist placements are priced below</p>

APPENDIX 1 CHILDREN AND YOUNG PEOPLE PROPOSALS

3. Description of service area and proposal

this level and the average rate for LCS' specialist residential provision is £3,508 (17/18) per week. This proposal is predicated on developing a robust quality assurance framework and negotiating with existing providers to step down costs over a period of time. If appropriate, commissioners will work to support alternative providers to better meet the needs of this cohort of young people.

Given the size of the budget overspend in Children's Social Care, this project is aiming for maximum efficiencies and delivery of savings, but the amount quoted in this pro-forma is a reasonable prediction of what can be achieved in the timescale.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

The impact of the proposal is better value in terms of quality, price and outcomes for children and young people.

The proposal relates to management of providers in the market so has no direct impact on other Council Services or staff in terms of redundancies.

The proposal will require development of the Placement and Commissioning team workforce skills and capacity based on a one market approach.

Outline risks associated with proposal and mitigating actions:

Savings across different types of placements are interrelated. The delivery of savings will be governed through the Resource Management Group and will mitigate against the risk of double counting savings.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	5,300	-	5,300	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Reduction of costs on high costs placements	500	300	-	800
Total	500	300	-	800
% of Net Budget	9%	6%	%	15%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
		A. Strengthening Community input

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

6. Alignment to Lewisham 2020 priorities		
E		B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
7	2	1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
Legal	

APPENDIX 1 CHILDREN AND YOUNG PEOPLE PROPOSALS

11. Legal implications

Securing sufficient accommodation that meets the needs of children who are in care is a statutory requirement for all Local Authorities. Having the right placement in the right place, at the right time, are vital factors in achieving placement stability, which itself is critical factor to securing better outcomes for children. The statutory guidance on securing sufficient accommodation for in care children provides clarification on the 'sufficiency duty' placed on local authorities under 22(G) of the Children Act 1989, to secure sufficient accommodation to meet the needs of children in their care.

The sufficiency duty applies in respect of all children who are defined as 'looked after' under the 1989 Act. The guidance requires that, working with their partners, local authorities must be in a position to secure, where reasonably practicable, sufficient accommodation for looked after children in their local authority area.

Contractual

There are contractual/ procurement considerations which will be managed as appropriate to the contract with each provider.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

1. Cuts proposal	
Proposal title:	Improved process for placing looked after children and more efficient systems, enabled by improved operating model and IT.
Reference:	CYP2
Directorate:	Children and Young People
Head of Service:	Executive Director Children and Young people
Service/Team area:	Commissioning
Cabinet portfolio:	Cabinet Member for Children's Services
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Placement Processes and systems efficiencies £250k	N	N	N

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The current process for placing looked after children is sub-optimal due to a lack of clarity of commissioning roles and responsibilities and those of Children's Social Care. This is further exacerbated by poor systems which fail to provide reliable data in relation to cost.
Cuts proposal
A recent review of current systems is informing a more cost-effective solution to the current issues and will ensure a tighter grip on spend and financial reporting. In addition, a Commissioning Project Group will focus on a re-design of the actual placement process which will inform clarity of roles and responsibilities to again ensure that there is a tighter grip on spend.
An initial exercise looking at spot purchasing in Children's Social Care identified that an average of between £1m and £1.3m in one off commitments are recorded on LCS system each year; approximately £0.6m of this relates to ancillary spend on placements and this will be the initial focus of this proposal. We will specifically target spot purchasing arrangements for transport, support and allowances.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
A streamlined process which will inform increased efficiencies and service grip on spend which does not currently exist.
Outline risks associated with proposal and mitigating actions:
The savings are partially dependent on a re-designed IT solution. This dependency will be managed within the Children and Young People's Improvement Plan.

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	21,100	-	21,100	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Placement Processes and systems efficiencies	250	-	-	250
Total	250			250
% of Net Budget	1%	%	%	1%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
E		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
7	2	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
N/A

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

1. Cuts proposal	
Proposal title:	Systematic and proactive management of the market for independent fostering
Reference:	CYP3
Directorate:	Children and Young People
Head of Service:	Executive Director Children and Young people
Service/Team area:	Commissioning
Cabinet portfolio:	Cabinet Member for Children's Services
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Proactive market management of Independent Fostering Agencies £950k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>There are currently a relatively high number of looked after children placed in Residential placement provision. Our aim is to ensure children and young people are placed in a family setting wherever possible – in house fostering and agency foster carers. Every local authority works with a mixed economy between the two. Independent Foster Agencies (IFA's) will therefore continue to be an important provider in complementing and supplementing In-house fostering provision to ensure that sufficient family-based accommodation for looked after children is in place.</p>
Cuts proposal
<p>Whilst overall our intention is to reduce our current reliance on IFA's, there will be a focus on working with them to develop more local provision and to secure better value in terms of quality, price and outcomes. IFA's will continue to provide the Council with an important viable alternative to out of authority residential provision, especially for young people with complex and 'high end' needs.</p> <p>The average cost of a residential placement is £3,735 per week and average IFA cost is £904 per week (March 18 position). Initial testing of the market has indicated that good quality providers offer specialist fostering packages at a weekly cost of approximately £1,500 per week; this includes the current Family Support Service provider who conducts intensive Child Protection work. The savings represent an overall shift from residential to IFA.</p> <p>Initially this work to develop and work the local IFA market is dependent on extra capacity from investment in three additional Placement Officers to implement new Quality Assurance Framework and a new proactive relationship approach with providers.</p>

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
This cut is predicated on generating an efficiency through alternative provision; this will generate a £400k pressure on the fostering budget, but a cost reduction of £950k on residential placements spend.
Decisions in relation to these placements must be needs-led and outcomes-focused; there is a risk that some young people currently in a residential setting may find returning to a family setting challenging; this will be mitigated by working closely with and upskilling the providers and social workers.
Outline risks associated with proposal and mitigating actions:
Dependent on timely and accurate financial and performance data and the improvement in the quality of social care practice. Capacity to deliver mitigated by request for an invest to save for additional placement officer capacity.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	7,700	-	7,700	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) Proactive market management of Independent Fostering Agencies	350	600	-	950
Total	350	600		950k
% of Net Budget	4.5%	8%	%	12%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
E		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

7. Impact on Corporate priorities		
7	2	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Medium	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific Impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
<p>Legal</p> <p>Securing sufficient accommodation that meets the needs of children who are in care is a statutory requirement for all Local Authorities. Having the right placement in the right place, at the right time, are vital factors in achieving placement stability, which itself is critical factor to securing better outcomes for children. The statutory guidance on securing sufficient accommodation for in care children provides clarification on the ‘sufficiency duty’ placed on local authorities under 22(G) of the Children Act 1989, to secure sufficient accommodation to meet the needs of children in their care.</p> <p>The sufficiency duty applies in respect of all children who are defined as ‘looked after’ under the 1989 Act. The guidance requires that, working with their partners, local</p>

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

11. Legal implications

authorities must be in a position to secure, where reasonably practicable, sufficient accommodation for looked after children in their local authority area.

Contractual

There are contractual/ procurement considerations which will be managed as appropriate to the contract with each provider.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
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December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

1. Cuts proposal	
Proposal title:	Commission semi-independent accommodation for care leavers
Reference:	CYP4
Directorate:	Children and Young People
Head of Service:	Executive Director Children and Young people
Service/Team area:	Commissioning
Cabinet portfolio:	Cabinet Member for Children's Services
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Commission semi-independent accommodation for care leavers £500k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
For young people leaving care we will actively encourage them to remain looked after until they are 18 where this is appropriate. We will help them to 'stay put' in their placement after they are 18. Where this is not possible or appropriate we will ensure that we have sufficient accommodation locally to meet their needs including support to enable smooth transition to independent living.
Cuts proposal
Through re-procurement alone, an assumption of 5% like for like cost reduction could be achieved on new placements. Extensive work with providers was conducted in 2018 and new providers have entered this market; it is anticipated that this will also drive down costs.
Additional savings through block purchasing, protocols for non-use of bed space and faster move-on to own tenancy (supported through the work Depaul UK social impact bond for care leavers) could also act to reduce spend.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
There is a risk that providers will use the procurement of services as an opportunity to increase costs; this pressure is being mitigated through joint working with the Royal Borough of Greenwich and work with providers and potential providers to develop the local market. On initial viewing of tender documents, this does not appear to be the case and cost reductions from existing providers can be observed.
Outline risks associated with proposal and mitigating actions:
This proposal also links to the development proposal for the Placements Team; it will be vital that the preferred provider framework is consistently used to ensure its benefit is realised.

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

4. Impact and risks of proposal

Need for Placements Team development, and improvements in social care practice, dealing with young people much sooner.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	480	-	480	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) Commission semi-independent accommodation for care leavers	250	250		500
Total	250	250		500
% of Net Budget	52%	52%	%	104%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
E		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High		

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
7	6	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	High	

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No Specific Impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
<p>Legal</p> <p>Securing sufficient accommodation that meets the needs of children who are in care is a statutory requirement for all Local Authorities. Having the right placement in the right place, at the right time, are vital factors in achieving placement stability, which itself is critical factor to securing better outcomes for children. The statutory guidance on securing sufficient accommodation for in care children provides clarification on the ‘sufficiency duty’ placed on local authorities under 22(G) of the Children Act 1989, to secure sufficient accommodation to meet the needs of children in their care.</p> <p>The sufficiency duty applies in respect of all children who are defined as ‘looked after’ under the 1989 Act. The guidance requires that, working with their partners, local authorities must be in a position to secure, where reasonably practicable, sufficient accommodation for looked after children in their local authority area. In the case of Care Leavers, we have a duty of care to them until the age of 25 years.</p> <p>Contractual</p> <p>There are contractual/ procurement considerations which will be managed as appropriate to the contract with each provider.</p>	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

12. Summary timetable	
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

1. Cuts proposal	
Proposal title:	Residential framework for young people
Reference:	CYP5
Directorate:	Children and Young People
Head of Service:	Executive Director Children and Young people
Service/Team area:	Commissioning
Cabinet portfolio:	Cabinet Member for Children's Services
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Residential framework for young people £400k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Lewisham Council is part of the South London Commissioning Programme which is developing an integrated commissioning solution which will align commissioning approaches between eight South East London boroughs and hence reduce costs through removing competition.
Cuts proposal
The model is based on achieving 5% to 8% revenue savings to expenditure on residential and independent fostering placements. A new single system for searching for placements will mean that providers can look in one place for referrals and the market will be expanded to include providers that work with the other 7 boroughs. Equally, there will be a reduced pressure from the high costs associated with spot purchasing in this very specialist market as the purchasing power of the eight local authorities will allow for clear expectations to be set with providers (e.g. on transport costs and notice periods).

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Delayed implementation and increasing pressure on the residential sector could reduce achievable savings. Savings are predicated on the effective local implementation of the commissioning solution and sustaining current demand; the previous local framework for residential placements ended and now the primary framework for placements is through Lewisham's subscription to London Care Services. Nevertheless, it is estimated that only 18% of current residential placements are on framework.
The proposal will require some development of skills over time within the Placements team.
This activity could also act towards achieving the saving linked to reducing ancillary costs.

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

4. Impact and risks of proposal

Outline risks associated with proposal and mitigating actions:

Greater supply of providers should mitigate risk of off framework spend. Oversight through a restructured placements process could safeguard this.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	5,300	-	5,300	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) Residential framework for young people	200	200	-	400
Total	200	200	-	400
% of Net Budget	4%	4%	%	8%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
E		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
7	2	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
medium	medium	

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific Impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
<p>Legal</p> <p>Securing sufficient accommodation that meets the needs of children who are in care is a statutory requirement for all Local Authorities. Having the right placement in the right place, at the right time, are vital factors in achieving placement stability, which itself is critical factor to securing better outcomes for children. The statutory guidance on securing sufficient accommodation for in care children provides clarification on the 'sufficiency duty' placed on local authorities under 22(G) of the Children Act 1989, to secure sufficient accommodation to meet the needs of children in their care.</p> <p>The sufficiency duty applies in respect of all children who are defined as 'looked after' under the 1989 Act. The guidance requires that, working with their partners, local authorities must be in a position to secure, where reasonably practicable, sufficient accommodation for looked after children in their local authority area.</p> <p>Contractual</p> <p>There are contractual/ procurement considerations which will be managed as appropriate to the contract with each provider.</p>

12. Summary timetable
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

12. Summary timetable	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

1. Cuts proposal	
Proposal title:	Cease funding for former CYP post in Voluntary Action Lewisham
Reference:	CYP6
Directorate:	Children and Young People
Head of Service:	Executive Director for Children and Young People
Service/Team area:	Commissioning
Cabinet portfolio:	Cabinet Member for Children and Young People
Scrutiny Ctte(s):	Safer Stronger Communities

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Cease Voluntary Action Lewisham – CYP contribution £49k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Approximately 10 years ago, commissioners developed a CYP role within umbrella organisation, Voluntary Action Lewisham (VAL). This was initially a full time role, which was focused entirely on support for smaller charities working to support children, young people and families. The post holder was responsible for running training events, facilitation of the quarterly CYP forum, for representing VAL on key strategic boards and for facilitating the nominated rep process for additional strategic boards and working groups.</p>
Cuts proposal
<p>Following a restructure in 2016, the CYP role was deleted and a further restructure this year has meant that the CYP specific responsibilities have been absorbed across other members of the team.</p> <p>CYP forums take place quarterly and have a rolling focus on key priorities such as safeguarding children or making Lewisham a safer place. Approximately 30 organisations attend each forum.</p> <p>The current CYP work programme consists of capacity build across the sector, offering a range of training and face to face support to organisations, which include finance, governance, demonstrating impact and fundraising. In 17/18, four organisations were supported to secure £60k in external funding.</p> <p>The number of organisations worked with is limited, VAL input into strategic boards across the Council is minimal and the CYP specific work could be significantly strengthened.</p> <p>However, on these grounds a suggestion is made that the CYP VAL contribution of £53,400 comes to an end.</p>

APPENDIX 1 CHILDREN AND YOUNG PEOPLE PROPOSALS

3. Description of service area and proposal

Options include:

- Taking the full amount in Year 1 19/20
- Phasing over two years, allowing time for VAL to attract funding from other sources.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

Reduction in the LA contribution to VAL will result in significant budget pressures for the organisation, which may end in service closure.

VAL have been in operation for many years. With over 800 members (250 of which are CYP specific), they work to strengthen the voice of the sector, offering training and volunteering opportunities.

Any savings made, would have implications for other smaller organisations operating in Lewisham who look to VAL for advice, support and guidance. However, the full impact of this are currently unknown.

Ongoing discussions are taking place between commissioners and the CEO of VAL, any findings should be considered as part of the proposal. Early discussions have identified an appetite from VAL to strengthen strategic links and CYP outputs/outcomes.

The savings proposal is in line with expectations and process for the main grants programme.

Outline risks associated with proposal and mitigating actions:

Explore supporting VAL to source funds from alternative sources. Develop proposals for new ways of working with the voluntary community sector to generate new savings.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	710	-	710	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) Cease Voluntary Action Lewisham – CYP contribution	24.5	24.5	-	49
Total	24.5	24.5	-	49
% of Net Budget	3.5%	3.5%	%	7%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
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**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

6. Alignment to Lewisham 2020 priorities		
		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
A		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
1	2	1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific Impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

11. Legal implications

This is not a statutory service and was originally developed locally as an area of innovation, unfortunately, the original purpose of this contribution has changed considerably over the last 5 years and the impact of funding on outcomes for children and young people are unclear.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

1. Cuts proposal	
Proposal title:	Early Help Redesign
Reference:	CYP7
Directorate:	Children and Young People
Head of Service:	Executive Director of Children and Young People
Service/Team area:	Commissioning
Cabinet portfolio:	Cabinet Member for Children's Services
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Efficiencies	No	No	No
b) Early Help Redesign	Yes	Yes	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Early Help is the term describing support for children and their families below the threshold for children's social care. It is vital in terms of early intervention and supporting families at the right time. It also enables families who have improved their situation to be 'stepped down' from children's social care. This proposal is for a review of the operating model for early help and its redesign taking a 'whole system' approach. The review will focus on the Early Help core offer in relation to current contracts, staffing arrangements, budgets, pathways, performance data, processes and systems. This would include the in-house and externally commissioned services for Early Help and Intervention including Youth Services, Family Support and Children and Family Centres and the offer across our partner organisations.</p> <p>The Early Help review will incorporate the breadth of Early Intervention services, not just those funded by General Fund including those funded by alternative grants such as Public Health and Clinical Commissioning Group (CCG), Voluntary and community Sector, Schools and Health, Troubled Families Grant.</p>
Cuts proposal
<p>An initial review which will be completed by end September 2018. This will provide opportunities for efficiencies related to processes and systems in 2019/2020.</p> <p>The initial review will also inform a wider Peer Review of the early help offer across partners including schools, voluntary sector, health and police. The outputs from the reviews will enable a refresh of the Early Help strategy, the identification of gaps in provision requiring investment in early intervention and prevention provision with a view to effectively managing demand and the market efficiencies that can be sought.</p> <p>The recommendations from the combined reviews will provide opportunity for a clearer idea and case for 'invest to save' to secure longer term transformational savings from a redesign of the operating model for Early Help from 2020/21, and a sustainable Early Help offer to deliver better outcomes for children and young people. This would enable the improved design of intervention services, especially at the edge of care and improved practice using Signs of Safety.</p>

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

Process and systems efficiencies will benefit service users and partners in the short term.

The impact of investment in the commissioning of early intervention and prevention support will prevent the escalation of need 'step up' and provide appropriate 'step down' provision - more effectively manage demand and delivering better outcomes for children and young people. This will be delivered from transforming the operating model and commissioning for Early Help.

The whole system approach taken to redesign of the operating model will improve partners ability like to work in a multi-disciplinary way (e.g. schools and health) for the benefit of the child and young person and increase the chance of appropriate intervention much earlier before needs escalate and become costly.

This would however require significant reconfiguration and rationalisation of provision – potentially closure of some of the many sites in the borough currently providing youth work or children's centre provision. Any reduction in funding is bound to impact on the staff employed by providers, the majority of whom are local people.

Outline risks associated with proposal and mitigating actions:

The current landscape is one of escalating demand but improvement in social care practice and the redesign of the Early Help operating model alongside investment in the commissioning of early intervention and prevention support should mitigate this.

The delivery of savings will be governed through the CSC Improvement Board's Resource Management Group and will this would ensure the delivery of the savings targets.

5. Financial information				
Controllable budget:	Spend £'000	Income £'000	Net Budget £'000	
General Fund (GF)	137.7	(7.6)	54.6	
HRA				
DSG		(75.4)		
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) Efficiencies	0	-	-	
b) Early Help Redesign	0	800	-	800
Total	0	800	-	800
% of Net Budget	%	1.5%	%	1.5%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No
	This proposal cuts across both Children Social Care & Targeted Support/Joint Commissioning			

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
E		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
7	2	1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Following the outcome from the reviews and potential redesign a full service impact assessment will be required.			
Is a full service equalities impact assessment required: Yes / No			Yes

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	TBD
Workforce profile:	

**APPENDIX 1
CHILDREN AND YOUNG PEOPLE PROPOSALS**

10. Human Resources impact					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosexual.	Gay / Lesbian	Bisexual	Not disclosed	

11. Legal implications
State any specific legal implications relating to this proposal:
Local authorities have a statutory duty to secure sufficient services and activities for young people aged 13 to 19, and those with learning difficulties to age 24, to improve their well-being, as defined in Subsection 13 of Section 507B of the Education Act 1996. These fall within the scope of the Early Help Core Offer.
Recommendations in relation to a redesign of the operational model will be the subject of public and staff consultation as appropriate.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

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**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

1. Cuts proposal	
Proposal title:	Managing demand at the point of access to Adult Social Care (ASC) services
Reference:	COM1
Directorate:	Community Services
Head of Service:	Head of Adult Social Care
Service/Team area:	Adult social care
Cabinet portfolio:	Cabinet member for Health, wellbeing and older people
Scrutiny Ctte(s):	Healthier Communities Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Improved demand management for ASC £122k	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Social Care Advice and Information Team (SCAIT) is the first point of contact for enquiries for social care. The service has been piloting a more focused early intervention approach (3 conversations model).</p> <p>The assessment and eligibility process is a core component of the Care Act 2014. The 3 conversations process is used to identify the level of need for care and support so that a proportionate response is provided at the right time, based on the individual's needs.</p> <p>Prevention and early intervention are placed at the heart of the care and support system, and even if a person has needs that are not eligible at that time, the local authority must consider providing information and advice or other preventative services. This proposal will be part of the SCAIT intervention.</p>
Cuts proposal
<p>We have benchmarked good practice with other local authorities regarding the effective management of demand for services and have piloted new ways of working in order to support service users to make their own arrangements where possible.</p> <p>The new way of working is based on the "3 conversations model", a tool which assists in helping residents to help themselves and make full use of all the resources available to them – leaving the social care investment to be used when no other resources can be used.</p> <p>There are approx. 2,000 contacts made to adult social care, social care advice and information service per month. Of these 450 are dealt with by a home visit or a solution focused conversation and approximately 700-650 contacts convert and require an assessment. Our intention is to increase this approach by producing the right support at the point of contact.</p> <p>The approach will :</p>

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

3. Description of service area and proposal

- Connect people at an early stage to support that help them to get on with their lives independently.
- Identify when people are at risk and apply solutions to make them safe
- To provide a fair and proportionate personal budget that considers where sources of funding come from which includes the persons own resources.
- Identifying people who are self-funders at an earlier stage and providing them with information and advice so that they can make their own arrangements.
- We will provide short term intervention such as rehabilitation, recovery, recuperation and reablement, including therapeutic help, for people who contact the service from within the community via self-referral, or from the GP as well as when discharged from hospital.

National good practice estimates that a local authority shouldn't spend more than 15% of the domiciliary care budget on a person for 10 hours or less per week, as this level of care can often be accessed by other means particularly ensuring that correct levels of benefits are in place. Support is provided to people to connect them to these resources and solutions from the staff within the SCAIT team. The proposal would reduce ASC spend from 15.5% of the budget to the 15% recommended above.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

This is a cultural shift to practice for staff who deal with contacts that come to ASC. It is supported by a learning and development programme led by the Principle Social worker (PSW).

The approach may reduce or delay the need for care and support provided or commissioned by ASC. It promotes self-management which can have a positive impact on an individual's psychological wellbeing and promotes independence where possible.

The approach may not always meet the initial expectations that residents have from adult social care and as a consequence, there may be an increase in complaints.

The approach is dependent on there being a range of services available that people can access from the voluntary and community sector, particularly for those who focus on support for vulnerable adults.

Outline risks associated with proposal and mitigating actions:

The risks associated are that people will choose not to purchase the care and support they need. These risks can be reduced by maximising take up of welfare benefits.

There will be comprehensive risk assessments undertaken as part of the assessment process.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	21,516	(1,937)	19,579	
HRA				

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COMMUNITY SERVICES PROPOSALS**

5. Financial information				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Improved demand management for ASC £122k	122			122
Total	122	0		122
% of Net Budget	0.6%	0	%	0.6%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
E	A	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
8	9	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	L	Pregnancy / Maternity:	L

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9. Service equalities impact			
Gender:	H	Marriage & Civil Partnerships:	L
Age:	H	Sexual orientation:	L
Disability:	H	Gender reassignment:	L
Religion / Belief:	L	Overall:	L
For any High impact service equality areas please explain why and what mitigations are proposed:			
Most people who contact ASC are vulnerable due to age, frailty or disability. Individuals are risk assessed to make sure they remain safe, supported and as independent as possible. Often the care can be provided by partners or family members if deemed appropriate which can fall disproportionately on women.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
No Specific legal implications as approach complies with statutory requirements of the Care Act 2014.	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

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1. Cuts proposal	
Proposal title:	Ensuring support plans are optimised for Value for Money (VFM)
Reference:	COM2
Directorate:	Community Services
Head of Service:	Head of Adult Social Care
Service/Team area:	Adult social care
Cabinet portfolio:	Cabinet member for Health, wellbeing and older people
Scrutiny Ctte(s):	Healthier Communities Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Ensuring support plans are optimised for VFM - £500k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The four neighborhood assessment teams established across the borough and a team that work specifically with adults with a learning disability provide the main assessment and support planning for those with care needs.</p> <p>The assessment and eligibility process are a core component of the Care Act 2014. The process is used to identify any level of need for care and support so that a proportionate response is provided at the right time, based on the individual's needs. The assessment and eligibility framework provides ongoing engagement with the person so where they have eligible needs they are involved in the arrangements put in place to deliver the outcomes they want to achieve.</p> <p>This proposal links to the 3 conversation approach used at the point of contact, and builds on the "asset-based approach" that will assist to identify community and family resources which can help to support people as well as social care investment. It will also ensure that residents receive health investment in a timely fashion.</p>
Cuts proposal
<p>In accordance with social care best practice and care act requirements, there will be continued reassessments of support plans using the strength/ asset based approach. This will include the following actions:</p> <ul style="list-style-type: none"> • All Care packages will be based on medium term goals that assist a person where possible to move to greater independence. • Continuing Health Care decisions to be completed within national timeframes • Commissioners will continue to work with care market to ensure that the social care investment used is the most cost effective and of good quality.

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4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
There is a well-established expectation of residents, staff and health professionals that social care resources will be offered once a referral is made – an approach that considers other resources as part of the solution may raise questions until more fully established.
Outline risks associated with proposal and mitigating actions:
There is a risk that community based solutions become less available as funding restrictions impact on voluntary sector partners.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	18,375	0	18,375	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a)	250	250		500
Total				
% of Net Budget	1.4%	1.4%	%	2.7%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
E	A	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all
8	9	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	

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7. Impact on Corporate priorities		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Medium	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No Specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	L	Pregnancy / Maternity:	L
Gender:	H	Marriage & Civil Partnerships:	L
Age:	H	Sexual orientation:	L
Disability:	H	Gender reassignment:	L
Religion / Belief:	L	Overall:	L
For any High impact service equality areas please explain why and what mitigations are proposed:			
Most people that contact ASC are frail or vulnerable due to age or disability. Individual assessments will mitigate any risks and ensure that decisions that are made will ensure support and safety. Often the care can be provided by partners or family members if deemed appropriate, which can fall disproportionately on women.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
No Specific legal implications as approach conforms to Care Act 2014 requirements	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review

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12. Summary timetable	
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

1. Cuts proposal	
Proposal title:	Increase revenue from charging Adult Social Care clients
Reference:	COM3
Directorate:	Community Services
Head of Service:	Head of Adult Social Care
Service/Team area:	Adult social care
Cabinet portfolio:	Cabinet member for Health, wellbeing and older people
Scrutiny Ctte(s):	Healthier Communities Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Timely charging for services £159k	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The assessment and eligibility process are a core component of the Care Act 2014. The process is used to identify any level of need for care and support so that local authorities can consider how to provide a proportionate response at the right time, based on the individual's needs.</p> <p>As part of the assessment process people are financially assessed in accordance with the fairer charging policy to ascertain the level of contribution they are eligible to make towards the cost of their care.</p>
Cuts proposal
<p>This proposal relates to an increase in income generation rather than a budget cut and involves joint working between Adult Social Care, Customer Services and Resources & Regeneration.</p> <p>Since January 2018, corrective work has been carried out to bring everyone's charges up to date, resulting in provisional estimates of an additional income of £25k weekly.</p> <p>Further corrective work and an earlier financial assessment along with the introduction of auto-charging and the provider portal to the financial system, will provide more accurate billing and invoice processing to both the service users who are charged and the range of care providers who are commissioned.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Some service users may cancel their care due to the costs. They will be engaged with on an individual basis to explore solutions and to ensure they have access to any benefits that they are entitled to.
Outline risks associated with proposal and mitigating actions:
See above.

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5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
		(10,516)	(10,516)	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Timely charging for services £159k	159	0	0	159
Total	159			159
% of Net Budget	1.5%	%	%	1.5%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
D	C	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	High	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
8	10	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

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9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	L	Pregnancy / Maternity:	L
Gender:	L	Marriage & Civil Partnerships:	L
Age:	H	Sexual orientation:	L
Disability:	H	Gender reassignment:	L
Religion / Belief:	L	Overall:	L
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>Most people who receive ASC services that are chargeable are frail or vulnerable due to age or disability. The national framework for charging is applied. However, this considers disability related expenditure as part of the financial assessment.</p>			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
<p>The fairer charging policy sets out an approach to charging that considers a person's assets and ability to contribute towards their care costs based on an individual financial assessment.</p> <p>The introduction of a more efficient charging mechanism in response to care service support changes, will bring the financial impact of those changes forward more quickly than the current arrangements. However, advice and support will be in place, as now, to explain the changes and ensure services are maintained as required to meet eligible need.</p>

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc.), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

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1. Cuts proposal	
Proposal title:	Reduce costs for Learning Disability and Transitions
Reference:	COM4
Directorate:	Community Services
Head of Service:	Head of Adult Social Care
Service/Team area:	Adults with learning disabilities and transitions team
Cabinet portfolio:	Cabinet member for Health, wellbeing and older people
Scrutiny Ctte(s):	Healthier Communities Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Increased care cost negotiations £1,300k	Yes	No	No
b) Voids reduction £200k	No	No	No
c) Improved transitions pathway £400k	Yes	No	No
d) PSR identities to be checked and amended	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The adults with learning disabilities (AWLD) team provide assessment and support planning to adults with a learning disability and young people with complex needs or disabilities who are preparing for adulthood “growing up” and receiving support from adult services.</p> <p>Following our recent independent report on the use of resources in adult social care based on 16/17 statutory returns, it has been identified that on average we are spending 10% more per head on Learning Disability service users (under 65) than our comparators.</p> <p>In looking at the same information for 17/18 we have reduced the level of spend per person by 5%, our intention is to reduce this further by another 5% in 19/20.</p> <p>Once the national 17/18 benchmarking data is available, we will be able to look at further reductions in total budget for 2020/21 to ensure we are in line with our comparators.</p> <p>We will continue to review using the strength based approach and will negotiate high cost areas with providers.</p>
Cuts proposal
This savings proposal will focus on 3 areas to reduce costs :

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3. Description of service area and proposal

- a) Negotiating care costs with providers to ensure they are value for money.
- b) Working with young people and their families who transfer to adult services at an earlier stage to prepare for their employment/training/ education, independent living and housing requirements, a healthy life and friendships and community connections.
- c) Ensuring there is good oversight of any voids within supported housing schemes and that they are utilised where ever possible.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

Good transition planning will need to be complemented by the development of services that can meet the needs and aspirations of young people within the borough. This will require the commitment of a wide range of key stakeholders.

Outline risks associated with proposal and mitigating actions:

Void-Ordinary resident is a risk-mitigation - to develop a placement agreement with any local authority/CCG whereby they confirm they will not seek to transfer the customer being moved into LBL under Ordinary residence rulings. Negotiations on costs may cause concern within the provider market. This risk will be mitigated by negotiations on a case by case basis.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	34,581	(1,984)	32,597	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) LD Unit costs	600	700		1,300
b) Voids management	100	100		200
c) Transitions costs	200	200		400
Total	900	1,000		1,900
% of Net Budget	3%	3%	%	6%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
E	B	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

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7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
10	8	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Medium	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?
	N/A

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Medium	Sexual orientation:	Low
Disability:	High	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
All people affected have a disability, new entrants into the service are likely to be younger adults in transition.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact				
Will this cuts proposal have an impact on employees: Yes / No				No

11. Legal implications
State any specific legal implications relating to this proposal:

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12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

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1. Cuts proposal	
Proposal title:	Increased focus of personalisation
Reference:	COM5
Directorate:	Community services
Head of Service:	Head of Adult Social Care
Service/Team area:	Adult social care
Cabinet portfolio:	Cabinet member for Health, wellbeing and older people
Scrutiny Ctte(s):	Healthier Communities Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
More personalisation of care - £742k	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>This proposal is based on the market development to:</p> <ol style="list-style-type: none"> 1) Increase the availability of Personal Assistants (PA) and 2) The Shared Lives service. <p>The support planning process follows the assessment and identifies the type and level of support that is required. There are a range of care services commissioned by the Council to support people to remain at home. These include domiciliary care, respite care, extra care housing, supported housing and day opportunities.</p> <p>As well as commissioned services, people are offered the option of a Direct Payment so they can employ a Personal Assistant (PA) to support them with their daily living requirements. This option is often experienced as more personalised particularly by younger disabled people and is more cost effective to the local authority as opposed to commissioned services. The cost of a PA is £3 per hour less than the cost of commissioned domiciliary care (this includes payment for LLW, pension holiday entitlement). A component of this cut proposal is based on the increased use of PA's. The current availability is 20, and the intention is to increase to 75. (19/20 £60 /2021 £112)</p>
Cuts proposal
<p>The Shared Lives scheme currently has 20 placements for people with a learning disability and is managed by one member of staff. Our intention is to expand this offer building on capacity and the range of placements including respite care, so that this offer can be available to a wider range of individuals, for example, older people. The intention is to increase capacity by a further 10 placements. The component of savings relating to this are based on the comparison of costs associated with a Shared Lives placement and that of a bed based respite or long term residential placement. (19/20 £200K/ 20/21 £370).</p> <p>The Shared Lives scheme is another offer that is used as an alternative to commissioned services such as supported living or residential care. It provides a home environment that supports people on a long term basis or for respite care.</p>

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4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

The approach gives more control to service users regarding the way their care is provided. It has to be underpinned with an infrastructure that is already in place to monitor the use of the direct payments with support provided to set up these arrangements.

The Shared Lives scheme is regulated by the Care Quality Commission. The service provides on-going support and training to the Shared Lives Carers.

Both schemes provide employment opportunities to local residents.

Outline risks associated with proposal and mitigating actions:

This recruitment campaign needs to be aligned with the foster carers' campaign.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	30,895	(3,922)	26,973	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
More personalisation of care - £742k	260	482		742
Total				
% of Net Budget	1%	1.8%	%	2.8%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
A	E	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Medium	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable
8	10	

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7. Impact on Corporate priorities		
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Medium	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	L	Pregnancy / Maternity:	L
Gender:	L	Marriage & Civil Partnerships:	L
Age:	L	Sexual orientation:	L
Disability:	H	Gender reassignment:	L
Religion / Belief:	L	Overall:	L
For any High impact service equality areas please explain why and what mitigations are proposed:			
These schemes have a positive impact on individuals who have a disability as they offer an opportunity to make individual choices and to live with support within a home environment.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
Nothing specific as complies with the Care Act 2014.	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)

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12. Summary timetable	
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

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1. Cuts proposal	
Proposal title:	Reduction in Mental Health Residential care costs
Reference:	COM6
Directorate:	Community Services
Head of Service:	Head of Joint Commissioning
Service/Team area:	Mental Health
Cabinet portfolio:	Cabinet member for Health, wellbeing and older people
Scrutiny Ctte(s):	Healthier Communities Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £500k reduction of residential care costs	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Lewisham Council holds statutory duties under the Mental Health Act 1983 (Section 117) to fund the cost of aftercare provision for Adults with mental health disorders following detention within a mental inpatient ward under section 3 of the Mental Health Act.</p> <p>In addition, individuals may also be eligible for funded care packages from the local authority under the Care Act 2014.</p> <p>Section 117 aftercare and Care Act eligible packages often include placements within residential care for individuals that require high levels of support in managing their mental illness that will enable daily functioning.</p> <p>Lewisham due to its geography and high levels of mental health need has an established mature mental health residential care market. An external review undertaken by Care Analytics in 2016 highlighted that Lewisham places individuals at an earlier stages in people lives than comparator boroughs.</p> <p>Access to mental health residential care is delegated by LBL to the South Maudsley Mental Health Trust under a section 75 agreement for the provision of an integrated (Health and social care) mental health services.</p> <p>The local authority chairs the integrated placement panel that authorises each placement. LBL managers and South London and Maudsley Mental Health Trust Managers agree that developing a more robust supported accommodation pathway will provide more choice of residential support and reduce social care expenditure on residential care.</p>
Cuts proposal
<p>Cost of care for those eligible for section 117 aftercare from LBL to be reduced by de-registering a number of residential care providers from the CQC residential care providers register to create more supported living accommodation that can be funded jointly through Housing benefit therefore reducing Adult Social Care costs.</p>

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3. Description of service area and proposal

The creation of additional supported living accommodation units will also contribute towards the reduction in care costs.

There will continue to be a need to fund the care costs for these supported living accommodation units. A current example of the approach has been implemented with a local provider. Eight residents are now supported for an overall cost to ASC of £58k per annum. The previous ASC care costs for these patients would be £332k (Average £900 per week).

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

Services users

- The proposal will provide more choice in the first instance for individuals with mental health needs that require accommodation based support.
- Some service users may be required to contribute towards the cost of their accommodation based support

Council

We expect an expansion of personalised care packages in conjunction with a reduction in residential care placements

Adult social care's expenditure on mental health placement will reduce

De-registration of care homes may reduce the number of Out of borough services users that achieve ordinary resident status within Lewisham therefore reducing duties to fund this individuals care

Providers

Some residential provider's income from LBL may reduce as a result of a reduction in residential placements.

Outline risks associated with proposal and mitigating actions:

Lewisham has a significant number of residential care providers therefore less residential care provision funded by LBL may result in some providers importing patients from other borough's that then become eligible for Ordinary Residence.

To work with the local provider market that do not de-register with the CQC to ensure that they are integrated into the Lewisham rehabilitation and recovery pathway so that most of the remaining beds/placement in the borough are occupied by Lewisham residents. SLAM will be encouraged to charge placing authorities for non-Lewisham residents for care co-ordination.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,054	(206)	2,848	
HRA				
DSG				
Health				
Cuts proposed*:	Spend	Income	Net Budget	Total £'000

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5. Financial information				
	Spend £'000	Income £'000	Net Budget £'000	
Reduction of residential care costs	300	200	500	
Total				
% of Net Budget	10.5%	7.0%	17.5%	
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
E		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
8	10	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	High	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?
	N/A

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low

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9. Service equalities impact			
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
The changes will not have any impact on the quality of care delivered to clients and will create more opportunities to negotiate more bespoke individualised care packages. All individuals that are eligible under section 117 (MHA) or the Care Act will be affected.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
There are no legal implications as this will not impact on the Councils duty to provide support

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

1. Cuts proposal	
Proposal title:	Reduction in Adult Social Care contribution to Mental Health Integrated Community Services
Reference:	COM7
Directorate:	Community Services
Head of Service:	Head of Joint Commissioning
Service/Team area:	Mental Health
Cabinet portfolio:	Cabinet member for Health, wellbeing and older people
Scrutiny Ctte(s):	Healthier Communities Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
£150k reduction of management costs	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Social Inclusion and Referral Service (SIRS) provides person-centred support services within mental health which aims to enable people to explore their goals and ambitions, to become more independent, to stay well, and to feel part of their community.</p> <p>SIRS can support people to make choices about accessing the support they need now and in the future. SIRS offers a 12 week service working with people to assess their needs and develop individually-tailored Support plans. This may include:</p> <ul style="list-style-type: none"> • Support to manage day to day living • Advice and support to access/retain employment, voluntary work, training and education • Assessment of independent living skills • Establishment of routines and social network • Development of leisure and creative interests • Signposting to a range of community resources • Support on being discharged from hospital • Help to develop a healthy lifestyle to improve/maintain mental health and wellbeing • Advice regarding eligibility to access a 'Personal Budget' • Maximisation of Welfare Benefits for those receiving a service from SIRS
Cuts proposal
To reduce management and other non-direct care costs within the Section 75 Partnership Agreement between SLaM and LBL. SLaM are undertaking a review of their services in the community and as a component of this process, we will seek to review management and all other non-direct care costs. SLaM have indicated that this is possible.

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4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
<p>Services users</p> <ul style="list-style-type: none"> No direct impact on client care Potential integration of functions <p>Council</p> <ul style="list-style-type: none"> Reduced expenditure as a result of reduced contribution to management charges <p>Providers</p> <p>Income for overall service reduced Potential re-distribution of staff across community mental health services</p>
Outline risks associated with proposal and mitigating actions:
The proposed savings are related to management costs so there are no associated risks related to this proposal.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	603.3	0	603.3	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) Residential Management costs	100	50		150
Total	100	50		150
% of Net Budget	16.6%	8.3%	%	24.9%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
E	B	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement
10	8	

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7. Impact on Corporate priorities		
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?
	N/A

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
The changes will not have any impact on the quality of care delivered to clients as they relate to on cost applied by the provider that do not related to client care.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
There are no legal implications as this will not impact on the Councils duty to provide support.	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)

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12. Summary timetable	
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

1. Cuts proposal	
Proposal title:	A change in the public engagement responsibilities for air quality and dedicated funding
Reference:	COM8
Directorate:	Community Services
Head of Service:	Head of Public Protection and Safety
Service/Team area:	Environmental health (air quality)
Cabinet portfolio:	Cabinet member for parks, neighbourhoods and transport
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Cut in the budget allocated to delivering on the Air Quality strategic plan £60k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Environmental Health service is responsible for a number of statutory requirements including :</p> <ul style="list-style-type: none"> - Food standards and safety Inspections of all premises serving/selling food (e.g. restaurants, retailers) for hygiene and food standards requirements. The frequency is specified by FSA. Food notices / closures - Council's statutory function delivering Health and Safety Enforcement for both commercial premises and Sports grounds / Investigation of workplace accidents – the council is required to maintain a number of suitably train and experienced staff for these functions by statute. - Infectious diseases control and investigation of outbreaks/ Support Public health response – again a statutory function. - Environmental protection including air quality monitoring and compliance with the air quality Management areas/ land contamination and advice on planning as development schemes. <p>The restructuring and amalgamation of the crime, enforcement and regulatory services, along with food safety and environmental protection in August 2015 resulted in a cut of £800,000 to the Local Authority. This saving had an impact on the ability on the Services to deliver on statutory obligations.</p>
Cuts proposal
To delete the budget allocated for delivering the Strategic Air Quality programme of work which is not part of the statutory requirements and identifying a lead for the strategic approach to air quality in another part of the Council. Public engagement will be taken up by Public Health. There will remain a clear focus on Schools engagement and this will be maintained via the schools travel plans.

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4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
<p>Impact on service users: The strategic Air Quality agenda has delivered direct intervention and advice to a number of groups including children, parents, residents, pressure groups, community groups etc. by this service not doing this the ongoing awareness raising and behaviour change approach needed to improve air quality may impact on residents.</p> <p>Impact on partners: Poor air quality impacts everyone and impacts on health services in particular. Reducing the focus on the agenda will have a negative impact on the health services.</p> <p>Impact on other council staff : The Service has lead the work on the strategic air quality agenda. The cut will mean only focusing on the statutory aspects and this will require other departments in the council to take a lead role in delivering the wider strategic actions.</p>
Outline risks associated with proposal and mitigating actions:
<p>Risks:</p> <ol style="list-style-type: none"> 1- The focus on the strategic delivery invested in over the past 18 months will be lost 2- Poor air quality has negative impacts on individuals <p>Mitigation:</p> <ol style="list-style-type: none"> 1- Ensure the agenda is sighted within another department within the council. This cut is proposed for 20-21 which will enable the current work to continue and embed whilst transitioning the arrangements and identifying other sources of resources that may assist in the activity costs and delivery.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	944		667	
HRA				
DSG	-			
Health	-			
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) reduction of staffing to only focus on the statutory element of Air quality		60		60
Total				60
% of Net Budget	%	%	%	9%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	yes	-	-	-
If DSG, HRA, Health impact describe:				

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
A	-	A. Strengthening Community input
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
H	-	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
3	9	11. Community leadership and empowerment 12. Young people's achievement and involvement 13. Clean, green and liveable 14. Safety, security and a visible presence 15. Strengthening the local economy 16. Decent homes for all 17. Protection of children 18. Caring for adults and the older people 19. Active, healthy citizens 20. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
negative	negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	All
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	High	Pregnancy / Maternity:	High
Gender:	High	Marriage & Civil Partnerships:	n/a
Age:	High	Sexual orientation:	n/a
Disability:	High	Gender reassignment:	n/a
Religion / Belief:	n/a	Overall:	High
For any High impact service equality areas please explain why and what mitigations are proposed:			
The reduction in focus on a strategic approach to air quality will have a high and negative impact on all aspects of the community. This can be mitigated if other departments within the Council take on a lead role in continuing the strategic work in train.			
Is a full service equalities impact assessment required: Yes / No			no

**APPENDIX 2
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10. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No	no
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11. Legal implications

State any specific legal implications relating to this proposal:

Section 6 Food Safety Act 1990, to carry out all necessary food enforcement inspections as a statutory 'food authority', (this is carried out and will continue to be carried out with the assistance of external qualified support,) the provisions of the Health and Safety at Work etc. Act 1974, in particular, Ss. 18 & 19, so as to enforce the necessary health and safety provisions as a statutory 'enforcement authority'

All relevant functions pursuant to the Public Health (Control of Disease) Act 1984, including powers of necessary entry to premises (s. 61) as a 'relevant health protection authority' (and for the Council to be able to serve all relevant documents and notices, s. 60) also in particular, Part III of the said Act.

All relevant functions pursuant to the Health Protection (Part 2A Orders) Regulations 2010 (in the context of the said 1984 Act) and this includes the obligation to provide a written report to the national 'Public Health [England]' Office, each time a Part 2A Order is made.

All relevant functions pursuant to the Public Health Act 1961 including filthy or verminous premises.

All relevant functions pursuant to the Control of Pollution Act 1974, which are not dealt with elsewhere within the Council's enforcement services; namely, including but not limited to, the service of statutory notices and related enforcement action concerning controlling 'noise' emanating from construction sites (Ss. 60 & 61), and exercising lawful rights of entry and inspection (s. 91).

All relevant functions pursuant to the Environmental Protection Act 1990, including those within Part IIA of the Act, where necessary. For this Part of the 1990 Act, the Council is the 'enforcing authority'. This enables the authority to serve appropriate notices, so as to require and subsequently enforce remediation of contaminated land – and deal with alleged significant pollution of controlled waters. The Council must maintain a register containing prescribed particulars relating to 'remediation notices' served and action taken.

All relevant functions pursuant to the Environmental Protection Act 1990, Part III, where necessary. Here the Council's authorized officers seek to counter alleged statutory nuisances when witnessed by them, pursuant in particular sections, 79 and 80.

All relevant functions pursuant to the Clean Air Act 1993, to control in particular, smoke. Part III of the said Act is relevant to the discretionary power available to a local authority; namely the declaration of a smoke control area. Local Authorities within the provisions of this Act, have the power to obtain information about the emission of pollutants and other substances into the air, and the undertaking of relevant enforcement action if deemed necessary. This works in tandem with the Government published National Air Quality Strategy which contains policies with respect to the assessment or management of the quality of air, pursuant to s. 80 of Part IV Environment Act 1995. The functions here are linked closely with those pursuant to the Pollution Prevention and Control Act 1999, s. 1 which seeks to prevent polluting activities.

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11. Legal implications

All relevant functions pursuant to the said 1999 Act require Local Authorities to regulate certain types of industries so as to reduce pollution and in particular improve air quality. Certain industrial activities require Permits to be issued so as to set controls and emission standards to minimize pollution.

All relevant functions pursuant to the Safety of Sports Grounds Act 1975, and 1987, including in particular the inspecting and issuing of safety certificates for stands at sports grounds.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

The main cuts timetable for 2019/20 has been included here FYI. Please amend for proposal if different.

Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

1. Cuts proposal	
Proposal title:	Cut to intensive housing advice and support service (funded through Supporting People budget)
Reference:	COM9
Directorate:	Community Services
Head of Service:	Head of Public Protection and Safety
Service/Team area:	Prevention, Inclusion and Public Health Commissioning
Cabinet portfolio:	Cabinet member for Health, wellbeing and older people
Scrutiny Ctte(s):	Overview and Scrutiny Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Bringing element of service in-house and reducing refocusing core offer £300k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Supporting People is the overall name given to the funding of hostels, supported housing and homelessness prevention services.</p> <p>The accommodation based services are organised into three pathways – young people, vulnerable adults with an emergency housing response service based with the SHIP service.</p> <p>The spend on these services has been cut by £12.9million since 2010 a reduction that equates to 69.7%.</p> <p>These are non-statutory services so technically any level of savings could be delivered but this comes with significant risks – it is recommended that no savings are taken from accommodation based services.</p> <p>In addition to the accommodation based services the budget also funds the Intensive Housing Advice and Support Service (IHASS) which is designed to provide a rapid response to those presenting to the council at risk of homelessness in order to prevent them becoming so. The annual contract value for this service is £674,000.</p> <p>The service currently works with up to 225 people at any one time and around 900 in any given year.</p>
Cuts proposal
<p>The proposal is that £300,000 could be delivered through reducing the capacity with IHASS and refocusing it to meet changing priorities.</p> <p>This would be delivered through the insourcing of the existing young person's mediation service (currently 3 members of staff who primarily work with 16/17 year olds who are approaching the council as homeless) and integrating them with the</p>

APPENDIX 2 COMMUNITY SERVICES PROPOSALS

3. Description of service area and proposal

service offer currently located across Housing (SHIP) and the Children's Social Care First response service. This exact configuration of this offer will be determined as part of the ongoing review of the 'front door' for under 18s but would require the TUPE transfer of the existing staff.

The remainder of the service would be reduced and refocused to deliver a £300,000 annual budget reduction. The service would be focused on the resettlement of individuals from supported accommodation and temporary accommodation in order to free up capacity for those with the highest needs.

It has been identified that a focus of attention towards 'move-on/resettlement' from supported housing would be appropriate due to the fact that the council's own in-house prevention offer has been sufficiently enhanced since the commissioning of this service due to the changes in responsibilities under the homelessness reduction act.

However, ensuring that there is sufficient supported accommodation for those with the highest needs remains a challenge therefore, in the absence of the ability to commission extra capacity, moving people on from this type of service in a timely manner is a key priority.

Overall the proposal will reduce the capacity of the service by just under 50%.

Some redundancy costs may need to be met from existing budgets.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

This represents an overall cut in service and may lead to an increased number of individual becoming homeless.

This will not impact on current service users as the provision is time limited to three months so those currently receiving support will have move on by the time the cut is implemented.

However, it will mean that the available preventative offer for those approaching the council in the future will be reduced and this will have a direct impact on the current SHIP/Housing Options service as more people will need to be seen by this service.

Outline risks associated with proposal and mitigating actions:

The risks associated with this proposal are outlined above but it is possible they would be partially mitigated by the following factors:

- The in-sourcing and integration of the YP element of the service should reduce duplication and hand-off points. If this resource is included as part of an overall new offer it will also increase the ability of those designing the 'front-door' to do so in a flexible and inclusive manner
- By refocusing on move-on from supported accommodation the remaining commissioned service will create vacancies to ensure those in need of this type of provision can access it in a timely fashion. Given that these individuals are those in highest need they are usually the most complex and take up a disproportionate amount of time for officers seeking to undertaken prevention work when an accommodation solution is not available. Given that their needs are such that this prevention activity is unlikely to be successful anyway it

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

4. Impact and risks of proposal

makes more sense to fast track them into service allowing increased time to focus activity on those for whom homelessness prevention is a reality.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	6,566	973	5,245	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a)	300			300
Total	300			300
% of Net Budget	6%	%	%	6%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	yes	no	no	no
If DSG, HRA, Health impact describe:				

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
E	A	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
M	L	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities 21. Community leadership and empowerment 22. Young people's achievement and involvement 23. Clean, green and liveable 24. Safety, security and a visible presence 25. Strengthening the local economy 26. Decent homes for all 27. Protection of children 28. Caring for adults and the older people 29. Active, healthy citizens 30. Inspiring efficiency, effectiveness and equity
6	8	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
M	M	

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8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Borough wide
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	High	Pregnancy / Maternity:	Medium
Gender:	High	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low
Disability:	High	Gender reassignment:	Low
Religion / Belief:	Medium	Overall:	Medium
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>Males and those from a Black Caribbean background are over represented in the current service caseload so are likely to be disadvantaged by the service reduction.</p> <p>However, males are significantly over presented within the supported housing population so are likely to benefit from any refocusing on move on from hostel accommodation.</p> <p>The impact on the Black Caribbean population will also be reduced due to the fact that these service users are also more likely to be young people – a cohort for whom the service offer will not reduce and will hopefully improve.</p> <p>As such the overall impact is considered medium due to the fact that there will be a service reduction but overall the elements of the service that will be retained will mitigate the most significant disproportionality.</p>			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					Yes – new posts will be created.
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			

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10. Human Resources impact					
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosexual.	Gay / Lesbian	Bisexual	Not disclosed	

11. Legal implications
State any specific legal implications relating to this proposal:
There will be a TUPE transfer of 3 members of staff currently employed by One Support (part of the One Housing Group).

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
The main cuts timetable for 2019/20 has been included here FYI. Please amend for proposal if different.	
Month	Activity
July / August 2018	Proposals prepared
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings
November 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
December 2019	Transition work ongoing
February 2019	
1 April 2019	Cuts implemented

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

1. Cuts proposal	
Proposal title:	1-Reorganisation of crime enforcement and regulation service 2- removal of problem solving resources 3- review of CCTV
Reference:	COM10
Directorate:	Community Services
Head of Service:	Head of Public Protection and Safety
Service/Team area:	Crime, enforcement and regulation
Cabinet portfolio:	Cabinet Member for Safer Communities
Scrutiny Ctte(s):	Safer Stronger Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Review of the CER Licensing/ Trading Standards/ ASB/ Statutory Nuisance Service - which would consider a reduction in staffing / reorganisation – Approx. £215K (19/20)	Yes	No	Yes
b) Review of Problem Solving resource and service transport resource – Approx. £40k (19/20)	No	No	No
c) Review CCTV Service and potential reduction in viewing hours from 24 hours to 12 hours - Approx. £161k(20/21)	Yes	Yes	Yes

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3. Description of service area and proposal

Description of the service area (functions and activities) being reviewed:

There are a number of Statutory requirements which the Council must meet within the Crime, Enforcement & Regulation Service area. These include:

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
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

In addition the service is responsible for Domestic abuse and gender based violence services, hate crime, serious violence unit, PREVENT and countering extremism and received some external funding to deliver on these areas.

The restructuring and amalgamation of the crime, enforcement and regulatory services, along with food safety and environmental protection in August 2015 resulted in a cut of £800,000 to the Local Authority. This saving had an impact on the ability on the new Services to deliver services and focused on statutory elements and where timescales are not specified extended response times to meet capacity.

Cuts proposal

The following cuts are proposed within the Crime, Enforcement & Regulation Service for 2019-21

- Review of the CER Licensing/ Trading Standards/ ASB/ Statutory Nuisance Service - which would consider a reduction in staffing / reorganisation and an impact on officer's response times – **Approx. £215K** (19/20)
- Review of Problem Solving resource and service transport resource – **Approx. £40k** (19/20)
- Review CCTV Service and potential reduction in viewing hours from 24 hours to 12 hours - **Approx. £161k(20/21)**

Equates to a Service cut of approximately **£416K** over 2 years

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

a) Impact on service users: with reduced resources and officer numbers there will be an impact on the ability to deliver statutory services in a time frame that is currently locally set. This means complaints will be responded to and investigated over longer

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4. Impact and risks of proposal

time frames and dependant on the complexity. The ability to do more proactive responses such as target hardening areas will be limited.

Impact on partners: the reduced capacity of officers to work in a problem solving, multi-agency manner with partners such as the police, RSLs, fire and voluntary sector to jointly act on issues to resolve in the short, medium and longer term.

Impact on other council staff: the service supports and often leads on complaints where there are complex and interconnected issues across areas such as planning, rogue landlords, highways, street enforcement, markets etc. – the reduced staff numbers and capacity will impact on our ability to do so.

Supporting events both council led and otherwise will be limited.

B) impact on service users : the reduced resource to be able to support communities in problem solving actions such as gating/ mobile cameras/ environmental changes etc. will impact on the ability of the partnership and council to assist in resolving issues

Impact on partners: the service works closely with other agencies such as the police, fire, probation services and the voluntary sector. The reduction in resources and ability to support some of the multi-agency responses needed will mean some actions needed will not be able to be undertaken through lack of funds. This would have the impact of possible ongoing issues with no resolution.

Impact on other council staff: the work of the division crosses and supports other parts of the council in resolving complaints and issues that affect residents. This reduction in funding will reduce the ability of the council to do this

C) Impact on service users: residents will see the impact through a possible reduction in prosecutions, less immediate responses to offences as currently the CCTV unit can directly contact police when they see something occurring. There is a possibility that there may be an increase in fear of crime.

Impact on partners: the police primarily rely on the CCTV capability of 24/7/365 to support in crime detection and prevention. The police require evidence and will ascertain this from CCTV where possible. There is a London wide review of CCTV being undertaken by MOPAC and this may assist in understanding the impacts for partners. The businesses also rely on the CCTV suite for support in relation to shoplifting which will not be available during the times the suite is not staffed.

Impact on other council staff: the CCTV suite supports a range of cameras across the borough such as Parking in some places which will have an impact. In addition, Lewisham Homes fund an element of their cameras to be streamed and viewed by the 24/7/365 suite. This will need to be consulted upon.

Outline risks associated with proposal and mitigating actions:

Risks:

- 1- Risk to delivering statutory functions - For example complaints of ASB may take longer to investigate and resolve with less officers able to deal with cases.
- 2- Risks to escalation of statutory nuisance/ ASB / trading standards matters as there will be delays in response on occasions where the matter is not deemed high risk.
- 3- Risks to responding quickly to issues that will impact negatively on residents and businesses
- 4- Risks to delivering a multi-agency response that would resolve the issue for the medium and long term
- 5- There are a number of cuts and changes within our external partners i.e. the police which will have a cumulative impact on the response and ability to act
- 6- Detection and prosecution of crime when the CCTV is not viewed proactively

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

4. Impact and risks of proposal

7- Lewisham homes CCTV continuation

Mitigation :

- 1- Review the locally set indicators to delivering the service where not a mandated time frame such as licencing
- 2- Continue to use a risk based approach to focus on those issues of high harm or high levels of complaints
- 3- Working with departments in the council to understand the impacts and clarify what the Council collectively can and cannot respond to
- 4- Working with partners to agree a new set of expectations and roles and responsibilities
- 5- Consultation regarding CCTV for both Lewisham homes and more widely exploring options with other boroughs

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,153		2,065	
HRA				
DSG	-			
Health	-			
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) reorganisation of the statutory functions within the Crime Enforcement and Regulation service area	Approx. 215			Approx. 215
b) Review CCTV Service and potential reduction in viewing hours from 24 hours to 12 hours		Approx. 161		Approx. 161
c) Review of Problem Solving resource and service transport resource	Approx. 40			Approx. 40
d)				
Total	255	161		416
% of Net Budget	%	%	%	20%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
yes		-	-	-
If DSG, HRA, Health impact describe:				

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
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COMMUNITY SERVICES PROPOSALS**

6. Alignment to Lewisham 2020 priorities	
A	-
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low
H	-

A. Strengthening Community input
B. Sharing Services
C. Digitising our Services
D. Income Generation
E. Demand Management

7. Impact on Corporate priorities	
Main priority	Second priority
4	3
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative
negative	negative
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low
High	High

Corporate priorities
31. Community leadership and empowerment
32. Young people’s achievement and involvement
33. Clean, green and liveable
34. Safety, security and a visible presence
35. Strengthening the local economy
36. Decent homes for all
37. Protection of children
38. Caring for adults and the older people
39. Active, healthy citizens
40. Inspiring efficiency, effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	All
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	High	Pregnancy / Maternity:	n/a
Gender:	High	Marriage & Civil Partnerships:	N/a
Age:	High	Sexual orientation:	n/a
Disability:	High	Gender reassignment:	n/a
Religion / Belief:	n/a	Overall:	High
For any High impact service equality areas please explain why and what mitigations are proposed:			
There will be a full EAA completed both in respect of the service and impact to residents and in relation to the reorganisation and impact on staff .			
Is a full service equalities impact assessment required: Yes / No			yes

10. Human Resources impact			
Will this cuts proposal have an impact on employees: Yes / No			Yes
Workforce profile:			
Posts		FTE	Vacant

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10. Human Resources impact					
	Headcount in post	in post	Establishm ent posts	Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2	3	3			
PO1 – PO5	34	34			
PO6 – PO8					
SMG 1 – 3	1	1			
JNC					
Total					
Gender	Female	Male			
	17	21			
Ethnicity	BME	White	Other	Not Known	
	14	22	2		
Disability	Yes	No			
	5	33			
Sexual orientation	Straight / Heterosexu al.	Gay / Lesbian	Bisexual	Not disclosed	
	17	1	0	20	

11. Legal implications
State any specific legal implications relating to this proposal:
<p>The statutory nature of many of the activities delivered by the services outlined in this report is recognised. At the heart of the proposed new delivery model is the need to ensure that the Council’s statutory obligations are addressed but that we are realistic about what is really needed, about what we can deliver and that enforcement action is targeted and proportionate to the circumstances. In most cases the level of statutory activity required is not explicitly set out which implies that it is for the Council to exercise their discretion on levels of local provision.</p> <p>Pursuant to s.17 of the <u>Crime & Disorder Act 1988</u>, every local authority has a statutory “duty 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.”</p> <p>It is understood that as a consequence of the proposals within this report, there will be no loss of any specific statutory function; accordingly, the broad statutory obligations pursuant to the provisions of the said <u>Crime & Disorder Act 1998</u> will continue to be complied with. So too, will the other relevant statutory enforcement obligations continue to be complied with by the Council consequent upon the specific proposals specified within this report.</p> <p>Ss. 18 & 19, so as to enforce the necessary health and safety provisions as a statutory ‘enforcement authority’, with a necessary authorized Inspector, S. 69 and Part VI of the <u>Weights and Measures Act 1985</u>, S. 3 <u>Licensing Act 2003</u>, as a Licensing Authority for the purposes of all the <u>Licensing Act</u> functions and S. 2 <u>Gambling Act 2005</u> when acting as a Licensing Authority for the purposes of all <u>Gambling Act</u> functions.</p>

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COMMUNITY SERVICES PROPOSALS**

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

The main cuts timetable for 2019/20 has been included here FYI. Please amend for proposal if different.

Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

1. Cuts proposal	
Proposal title:	Hub Libraries cuts to staffed opening hours
Reference:	COM11
Directorate:	Community Services
Head of Service:	Head of Culture and Community Development
Service/Team area:	Library and Information Service
Cabinet portfolio:	Member for Community Sector
Scrutiny Ctte(s):	Safer Stronger Communities Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Consult on options and staff reorganisation £450k	Yes	Yes	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Library and information service discharges the local authority's statutory duty to provide a "Comprehensive and Efficient" library service to residents. The service consists of 4 hub libraries, 9 community libraries, an online library collection, the Archives and Local History Service, and the Home Library Service. Of the Hub Libraries, only Lewisham is a standalone facility and also houses the reference collection, the archives, the Local History Centre, and the Home Library Service. It is anticipated that Lewisham Library will be refurbished or redeveloped in the future as part of a wider capital scheme. This could bring opportunities to redesign the library to deliver efficiencies and increase income potential but there are no concrete proposals for this yet. Downham is part of the PFI Health and Leisure Centre, Deptford Lounge includes Tidemill Academy and it is managed by the Albany. Catford is part of Laurence House.</p> <p>73% of the Service's budget is Employees' Costs. The other major costs include</p> <ol style="list-style-type: none"> the Deptford Lounge contract which was added to the original Service's budget and has been relet and reduced recently, and the book fund which is essential for delivering any kind of library service. This includes the online resources as well as the books. <p>The Service has looked at a number of options to deliver back office and management savings including mergers or outsourcing, but none of these were deemed to be deliverable.</p>
Cuts proposal
<p>It is proposed to reduce the staffed opening hours across Lewisham Library, Deptford Lounge and Downham Library. Two options for delivering a saving of approximately £450k will be consulted on:</p> <p>Option 1) – remove library staff from Downham and Deptford making these self-service facilities with occasional support from the peripatetic team.</p> <p>Option 2) – reduce staffed opening hours across Downham, Deptford and Lewisham by 45% from 64 hours per week to 35 hours per week. The buildings would remain open on a self-service basis outside those hours, although access in Lewisham would be restricted to the ground floor.</p>

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

The reduction of staffed opening hours would greatly reduce access to digital support and information services for residents in those areas. The buildings would remain open for people to use for work / study and to access computers and library resources on a self-service basis.

Outline risks associated with proposal and mitigating actions:

The £450k reduction would follow earlier substantial reductions in the Service's budget. Further cuts may involve substantial opposition from staff, residents, campaigners, and could result in a call-in by DCMS to test whether the council continues to meet its statutory duty. Full public and staff consultations will be required to try to prevent a ministerial challenge and/or Judicial Review of any changes to the service.

The risk of antisocial behaviour in the library spaces – which is already felt with current staffing levels – is likely to increase during unstaffed hours. Management arrangements for unstaffed hours would need to be carefully planned for Lewisham with access restrictions put in place to limit the public to the ground floor. Management arrangements for unstaffed hours would need to be negotiated with the Albany and One Life for Deptford and Downham respectively, potentially leading to contract variations. Any incidents during unstaffed hours are more likely to result in a negative impact on the Council.

As the council is moving services online, library staff provide vital support to residents in the area of digital. Staff reductions would impair the council's ability to rely on library staff for support and services such as parking permits, freedom passes, eAdmissions, online form filling, digital learning, printing service, job seeking, and more.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,537	(371)	3,165 ¹	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Consult on options and staff reorganisation £450k	0	450	0	450
Total	0	450	0	0
% of Net Budget	%	14%	%	14%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N

¹ Please note that this figure includes the Library and Information Service budget and the Deptford Lounge budget, which have now been combined.

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COMMUNITY SERVICES PROPOSALS**

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
C	A	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
9	2	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Impact varies depending on which option is followed but it is likely to be visible across the whole borough.
	If impacting one or more wards specifically – which?
	Lewisham Central, Ladywell, Deptford, Catford, Downham, Whitefoot, Bellingham, Evelyn

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	H	Pregnancy / Maternity:	H
Gender:	H	Marriage & Civil Partnerships:	H
Age:	H	Sexual orientation:	H
Disability:	H	Gender reassignment:	H
Religion / Belief:	H	Overall:	H
For any High impact service equality areas please explain why and what mitigations are proposed:			
The support that library staff provide to individuals trying to access information and online services will be substantially reduced. These individuals are some of the most vulnerable in our society and will have been signposted to the library service by other public sector bodies such as Job Centre Plus, Central Government departments, council services, GPs etc.			
Is a full service equalities impact assessment required: Yes / No			Yes

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10. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2	0	0	0	0	0
Scale 3 – 5	24	17.12	31	2	5
Sc 6 – SO2	33	25.75	39	3	3
PO1 – PO5	7	7	7	0	0
PO6 – PO8	0	0	0	0	0
SMG 1 – 3	1	1	1	0	0
JNC	0	0	0	0	0
Total	65	50.87	78	5	8

11. Legal implications
State any specific legal implications relating to this proposal:
The Public Libraries and Museums Act 1964 sets the statutory duty to provide a “comprehensive and efficient” libraries service on the local authority. The proposed cuts could be subject to JR and ministerial challenge in this regard.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
The main cuts timetable for 2019/20 has been included here FYI. Please amend for proposal if different.	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review – public consultation opens
February 2019	Public consultation closes
March / April 2019	Outcome of Public Consultation reported to Safer Stronger Select
May 2019	Staff Consultation commences
June 2019	Staff Reorganisation selection process
October 2020	Staff Reorganisation implemented and service reduction commences

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

1. Cuts proposal	
Proposal title:	Cut to Main Grants budget
Reference:	COM12
Directorate:	Community Services
Head of Service:	Head of Culture and Community Development
Service/Team area:	Cultural and Community Development
Cabinet portfolio:	Cabinet member for Community Sector
Scrutiny Ctte(s):	Overview and Scrutiny Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Main grant budget reduced by £1m	Yes	Yes	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>LB Lewisham provides funding to voluntary sector organisations operating in the borough via a number of channels including grants.</p> <p>Grants are used to promote innovation and allow for a collaborative approach to service development which is often absent in directly commissioning provision against a particular specification.</p> <p>Lewisham’s main grant programme was last fully let in 2015 following a full public consultation on the revised framework which was agreed by Mayor and Cabinet (Contracts) on 12 November 2014. In summary the criteria invited applications relating to one or more of 4 broad themes with the below summary of each theme made available at that time:</p> <p>Strong and Cohesive Communities – this theme seeks to develop and maintain strong communities and build a more inclusive and cohesive borough. It is divided into two strands, one to support Borough-wide provision and the other to fund a network of neighbourhood community development projects. With the reduction in statutory resources, residents and communities are being asked to do more for themselves. This theme seeks to ensure that there is an infrastructure across the borough that can encourage and capitalise on active citizenship, supporting grass roots activity. The theme also funds services that provide equalities support to ensure equal access to services.</p> <p>Communities that Care – the overall intention of this theme is to fund a range of organisations that together provide support to vulnerable adults to assist them in accessing services, prevent their needs from escalating, reduce the burden on statutory services and provide links between statutory services, VCS and communities in relation to working together to support vulnerable adults. The activities funded through this theme form an important part of the borough’s preventative strategy.</p> <p>Access to Advice Services – the advice sector provides an essential service to some of the borough’s most vulnerable residents. Advice organisations provide independent, high quality advice to individuals to ensure that they receive the benefits</p>

APPENDIX 2 COMMUNITY SERVICES PROPOSALS

3. Description of service area and proposal

they are entitled to, are supported to manage debts, address financial exclusion and deal with housing issues. Statutory services work closely with the advice sector as addressing these issues are of mutual benefit.

Widening Access to Arts and Sports – this theme seeks to ensure that the rich and diverse contribution that the borough’s Arts and Sports organisations make to the quality of life of residents is maintained. The Arts and Sports sectors are adept at attracting resources from external funding, earned income and volunteers. However, the sectors still require a level of core funding to enable them to continue to attract these resources that would otherwise be lost to the borough. The focus of our support is on increasing participation particularly by those who are less able to participate due to disability, economic disadvantage and age.

Cuts proposal

Reduce the available budget by £1,000,000 when the programme is relet later in the year.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

The impact of budget reductions within the main grants programme is more difficult to accurately assess ahead of time than in other areas due to the following factors:

- The range of different activity and organisations funded
- The priorities agreed ahead of the application process for the next round of grants
- The quality of applications received
- The number of ‘new entrants’ as part of the letting process

The most effective way of controlling for this uncertainty is to tightly define the type of services that will be funded but this approach essentially runs counter to the purpose of the programme which is designed to promote innovation from the sector and find new ways to deliver services and meet need.

There is currently a public consultation seeking views on priorities for the programme and asking how best any remaining funding might best be used. Only once this consultation has closed, priorities have been agreed by Mayor and Cabinet and application have been received and scored will it be possible to undertake a full assessment

However, in order to give an indication of the types of services that would be impacted if the cut were simply applied against current recipients the current themes and level of funding against each is set out below:

Strong and Cohesive Communities

Organisation Name	2018 - 19 funding	Sub-theme
Lewisham Refugee and Migrant Network	£30,000	Equalities
Lewisham Pensioners Forum	£33,896	Equalities
METRO (The Metro Centre Ltd)	£28,247	Equalities
Stephen Lawrence Charitable Trust	£34,586	Equalities
Ackroyd Community Association	£20,338	Neighbourhoods - Crofton Park

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COMMUNITY SERVICES PROPOSALS**

4. Impact and risks of proposal

Bellingham Community Project Ltd	£27,032	Neighbourhoods - Bellingham
Corbett Estate Neighbourhood Forum	£20,338	Neighbourhoods - Catford South
Goldsmiths Community Association	£20,338	Neighbourhoods - Whitefoot
Lee Green Lives	£15,600	Neighbourhoods - Lee Green
Somerville Youth & Play Provision (neighbourhood)	£20,338	Neighbourhoods - Telegraph Hill
Teatro Vivo	£29,377	Neighbourhoods - Borough wide
Voluntary Action Lewisham	£210,000	Infrastructure
TOTAL	£490,090	

Communities that Care

Organisation Name	2018 - 19 funding	Sub-theme
Community Connections Consortium (Age UK)*	£336,000	Connecting and Supporting
Albany	£80,187	Connecting and Supporting
Parent Support Group (PSG)	£4,271	Connecting and Supporting
Rushey Green Time Bank	£76,266	Connecting and Supporting
Noah's Ark Children's Venture	£21,156	Connecting and Supporting
Voluntary Services Lewisham	£78,259	Connecting and Supporting
Ackroyd Community Association	£21,185	Older Adults
Age Exchange	£27,541	Older Adults
Ageing Well in Lewisham	£25,637	Older Adults
Deptford Mission – Disabled People's Contact	£6,144	Older Adults
Eco Communities	£33,896	Older Adults
Entelechy Arts	£33,896	Older Adults
Grove Centre, The	£16,524	Older Adults
Lewisham Elders Resource Centre (Seniors)	£38,669	Older Adults
Sydenham Garden	£33,147	Older Adults/Mental Health
Heart n Soul	£58,472	Adults with learning disabilities
Lewisham Mencap	£30,000	Adults with learning disabilities
Lewisham Speaking Up	£73,441	Adults with learning disabilities
Wheels for Wellbeing	£28,925	Adults with learning disabilities
Bromley & Lewisham Mind	£29,579	Mental Health
999 Club	£8,474	Adults with complex social needs
Deptford Reach	£16,948	Adults with complex social needs

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COMMUNITY SERVICES PROPOSALS**

4. Impact and risks of proposal

Noah's Ark Children's Venture	£15,000	Support for families with disabled children/young carers
Contact a Family	£60,606	Support for families with disabled children/young carers
Voluntary Services Lewisham (Access Lewisham)	£83,215	Transport
Lewisham Community Transport Scheme	£40,675	Transport
Total	£1,278,113	
Better Care Fund (Community Connections)*	£250,000	
Overall total	£1,528,113	

Access to Advice Services

Organisation Name	2018 - 19 funding
170 Community Project	£110,727
Advice Lewisham - Lewisham CAB	£44,234
Age UK Lewisham & Southwark (Advice)	£81,350
Evelyn 190 Centre	£175,129
Lewisham Citizens Advice Bureau	£424,486
Lewisham Disability Coalition	£87,565
Lewisham Refugee and Migrant Network	£44,503
Lewisham Multilingual Advice Service	£34,743
Total	£1,002,737

Widening Access to Arts and Sports

Organisation Name	2018 - 19 funding	Sub-theme
Albany	£187,103	Arts
Lewisham Education Arts Network	£32,201	Arts
Deptford X	£8,474	Arts
Greenwich & Lewisham Young People's Theatre	£68,530	Arts
IRIE! (WATAS)	£21,105	Arts
Lewisham Youth Theatre	£36,559	Arts
Midi Music Company, The	£44,092	Arts
Montage Theatre Arts	£8,474	Arts
Second Wave Centre for Youth Arts	£45,017	Arts
Sydenham Arts Ltd	£8,474	Arts
Trinity Laban Conservatoire of Music and Dance	£76,831	Arts
South East London Tennis (Tennis Lewisham)	£25,140	Sports
Boxing Allocation	£15,000	Sports
Saxon Crown Swimming Club	£6,667	Sports
London FA on behalf of Lewisham Football Network	£21,185	Sports

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4. Impact and risks of proposal		
London Thunder - Lewisham	£21,185	Sports
Total	£626,037	
Outline risks associated with proposal and mitigating actions:		
<p>As set out above the impact of this cut is very difficult to assess ahead of the letting process but there is no doubt that it would represent a significant reduction in local VCS provision with associated impacts on a range of activity including community development and social prescribing.</p> <p>A £1,000,000 reduction in the main grants budget represents 29.5% of the current net spend but it is important to note that £229,056 is current committed to the London Councils grants programme and this is anticipated to continue at broadly similar levels. As such, the actual percentage reduction to local provision from this cut would be 32.7% per cent.</p> <p>It should also be noted that in 2014/15 the main grants budget was £5,889,000 and was reduced to £4,389,000 as part of the re-letting of the programme in 2015 (a reduction of £1,500,000 or around 25%) with a further £1,000,000 reduction applied to the existing grants in 2017.</p> <p>The proposed cut means that the budget will have gone from £5,889,000 to £2,383,771 in 5 years – a 60% cut.</p> <p>The only mitigation against the impact of the cut is to ensure that funded groups work together, and with other services, as efficiently and effectively as possible but the current programme is already founded on excellent partnership work so it is unlikely that this would have much of an impact.</p>		

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,666	(282)	3,384	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Main grant budget reduced by £1m	600	400	0	1,000
Total	600	400	0	1,000
% of Net Budget	18%	12%	%	30%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
A	E	A. Strengthening Community input B. Sharing Services

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6. Alignment to Lewisham 2020 priorities		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	C. Digitising our Services D. Income Generation E. Demand Management
High	High	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
9	1	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Borough wide
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	H	Pregnancy / Maternity:	H
Gender:	H	Marriage & Civil Partnerships:	M
Age:	H	Sexual orientation:	H
Disability:	H	Gender reassignment:	H
Religion / Belief:	M	Overall:	H
For any High impact service equality areas please explain why and what mitigations are proposed:			
The above assessment simply assumes a blanket pro-rata cut to all existing provision.			
Is a full service equalities impact assessment required: Yes / No			Yes

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:

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12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
26th July 18	Consultation opens
25 th Oct 18	Consultation closes
4th Nov 18	Safer Stronger Select Committee – report on outcome of consultation
10th Nov 18	Despatch date for M&C reports for 21st Nov
21st Nov 18	Mayor and Cabinet – results of consultation, recommendation to approve new criteria and open for applications
late Nov 18	Overview and Scrutiny Business Panel – potential call in
3rd Dec 18	Open for applications
4th Feb 19	Application deadline
6 th -12 th Feb	Initial Officer Assessments
w/c 18 th Feb	Assessment panel meetings
w/c 4 March	Draft recommendations to organisations – with a letter confirming that this is 4 month notice of potential change to their funding. Information about appeals process.
12 March	Safer Stronger Select Committee – draft allocations (Part 2)
w/c 1 April	Appeals Meeting
18th April	Funding agreed at Mayor and Cabinet (Contracts – Part 2)
1st August 2019	New grants begin

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

1. Cuts proposal	
Proposal title:	Reduction in arts, development, and events funding
Reference:	COM13
Directorate:	Community Services
Head of Service:	Head of Culture and Community
Service/Team area:	Cultural and Community Development
Cabinet portfolio:	Cabinet Member for Community Sector
Scrutiny Ctte(s):	Safer Stronger Communities Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
£145k stop all funding for arts, development and events funding apart from London Youth Games and talent bursaries	N	N	N

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Council continues to hold budget which it contributes to support a number of arts and sports development initiatives, and events. The main ones being:</p> <ul style="list-style-type: none"> • People's day £69k • Blackheath fireworks £40k • Festivals / Event funds that supports a range of cultural events across the borough £36k <p><u>People's day</u> Lewisham People's Day has been running for over 30 years and is the borough's annual celebration encompassing professional and community performers. Public Sector, community and private sector stalls and displays.</p> <p><u>Blackheath fireworks</u> Blackheath Fireworks is the largest free Guy Fawkes display in London. The display site spans both Lewisham and Greenwich boroughs but the event is managed by Lewisham. Greenwich make a contribution to the costs which was £15k in 2018.</p> <p>The events officer raises £176k of external and earned income across the two events annually. Increasing this income target to cover the full costs of the events is not considered to be feasible. In addition to the core budget, there are £17k of recharges to other council services related to the events. Both events are currently policed free of charge by the Metropolitan Police.</p> <p>NB the part time events officer post is not included in this budget but is part of the Cultural and Community Development Staffing budget saving proforma.</p> <p><u>Festivals / events</u> This is an open fund and the nature of events funded each year differs.</p>

APPENDIX 2 COMMUNITY SERVICES PROPOSALS

3. Description of service area and proposal

Cuts proposal

The proposal is to cut these budgets and cease supporting these initiatives / events – saving £145k.

An option that could be considered is for People's Day to happen every other year which would reduce the saving by £35k to £110k. Work will continue to seek alternative funding or sponsorship to enable as many of these to continue, in particular people's day and the Blackheath fireworks.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

All these initiatives / events are well supported and valued by the community.

If they do not continue there will be a loss of additional income generated from partners, sponsors, earned income being committed to the Borough.

Some of the smaller events that access the fund may not be able to source alternative funding and may cease to operate, diminishing the cultural richness of the borough.

Outline risks associated with proposal and mitigating actions:

In order to mitigate the loss of these events the council could continue to publicise grassroots neighbourhood events such as Brockley Max, Lark in the Park, Bellingham Festival, Croft Fest etc. although the viability of these will be affected by savings proposals in other areas such as Festival Fund, Local Assemblies Fund and Main Grant reductions.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	370	(193)	177	
HRA	0			
DSG	0			
Health	0			
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a)	145			145
Total	145			
% of Net Budget	82%	%	%	82%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
A	E	A. Strengthening Community input B. Sharing Services

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COMMUNITY SERVICES PROPOSALS**

6. Alignment to Lewisham 2020 priorities		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	C. Digitising our Services D. Income Generation E. Demand Management
High	High	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
9	1	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Specific impact
	If impacting one or more wards specifically – which?
	Blackheath ward for Fireworks and Rushey Green ward for Peoples Day.

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
The events attract participants and audiences from all equalities strands, although some may be geared to groups with particular characteristics and these vary.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

11. Legal implications

State any specific legal implications relating to this proposal:

TBC

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

1. Cuts proposal	
Proposal title:	Local Assemblies Fund
Reference:	COM14
Directorate:	Community Services
Head of Service:	Head of Culture and Community Development
Service/Team area:	Cultural and Community Development Service
Cabinet portfolio:	Cabinet Member for Community Sector
Scrutiny Ctte(s):	Overview and Scrutiny Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Reduction of Local Assemblies Fund £270k	No	Yes	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Local Assemblies Fund enables ward councillors working through their local assemblies to take forward local projects that meet their agreed ward priorities. This is largely delivered through small grants to community organisations. The £15k per ward includes £2.5k of Councillor Discretionary Fund that Councillors can choose to allocate directly without involving the Local Assembly. Each assembly also has a devolved budget of £3,200 that they use to hire venues, pay for door to door publicity and any other costs related to assembly meetings. The remaining £60k is for borough wide costs related to the programme such as equipment and stationary. NB This budget area does not include the staffing support for assemblies which is included within the general Cultural and Community Development Service staff budget.
Cuts proposal
It is proposed to cease the Local Assemblies Fund. Instead, local assemblies will be involved in the allocation of the neighbourhood element of the Community Infrastructure Levy. Funding from neighbourhood CIL will have tighter parameters attached to it but the level of available funds and the impact could be significantly greater. Option 1 – is to cease the Local Assemblies Fund completely saving £270k Option 2 – is to retain £5k per ward that Cllrs can allocated to support local projects that meet their agreed ward priorities saving £180k Option 3 - is to cease the Local Assemblies Fund but retain a central pot of £50k that ward based projects could bid to for initiatives that fall outside of CIL parameters. Saving £220k

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
A wide range of very local grass roots activity would be impacted by this cut including activities for young people, older people, community events, tree planting, other greening projects etc.

APPENDIX 2 COMMUNITY SERVICES PROPOSALS

4. Impact and risks of proposal

Outline risks associated with proposal and mitigating actions:

Reduced ability of local assemblies to deliver change at a ward level. This would be mitigated through the use of Neighbourhood CIL which would give local assemblies the opportunity to bring forward local level infrastructure projects such as improvements to community facilities, greening projects and initiatives that offset any negative impact of development. In order to allocate Neighbourhood CIL the following process would be followed:

- Ward priority setting exercise
- Creation of a project bank of projects that meet CIL parameters and ward priorities
- As CIL money becomes available projects would be fully worked up with PIDs to be approved by Capital Programme Board and funding released.
- Projects delivered and monitored.

It is proposed that the ward priorities and project bank are refreshed every four years. The project banks could also be used if other external funding opportunities arise such as GLA or central government funds.

Some areas of the borough have much higher levels of CIL collected. It is possible to agree a structure to group wards or redistribute CIL to an extent. CIL is reliant on development coming forward in the borough. It is anticipated that there would be sufficient CIL collected over the next 8 years to allow for a meaningful scheme to be run borough wide.

The management of CIL spend will require a different approach to staff resourcing. This is explained further in the Cultural and Community Development Staff saving template. There is the option to manage some aspects of Neighbourhood CIL on a borough wide basis – such as the greening fund to facilitate the most efficient delivery and implementation of projects.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	388	0	388	
HRA	0			
DSG	0			
Health	0			
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Reduction of Local Assemblies Fund	270	0	0	270
Total	270			270
% of Net Budget	70%	%	%	70%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input

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COMMUNITY SERVICES PROPOSALS**

6. Alignment to Lewisham 2020 priorities		
A		B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
1		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Some wards have lower levels of CIL and could therefore be disproportionately impacted depending on the approach to redistribution.
	If impacting one or more wards specifically – which?
	Lee Green, Grove Park, Whitefoot, Bellingham, Forest Hill, Sydenham, Catford South, Downham, Perry Vale

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	medium	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
The Local Assembly Fund supports a range of grass roots activity for older people and young people.			
Is a full service equalities impact assessment required: Yes / No			TBC

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

11. Legal implications

State any specific legal implications relating to this proposal:

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12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

1. Cuts proposal	
Proposal title:	Broadway Theatre
Reference:	COM15
Directorate:	Community Services
Head of Service:	Head of Culture and Community Development
Service/Team area:	Broadway Theatre
Cabinet portfolio:	Cabinet Member for Parks, Neighbourhoods and Transport
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Reduction to operating subsidy £100k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Broadway Theatre is a Grade II listed Art Deco venue built in 1932. It has an 800 seat main auditoria and studio theatre. The theatre is directly managed by the council with a core team of 2.5 staff members. Catford Regeneration budget is supporting a minor capital works programme and feasibility work around business development and larger scale redevelopment linked to the regeneration of Catford.
Cuts proposal
Improve the Broadway Theatre's operating environment through minor capital improvements and increased staffing capacity in order to maximise earned income potential and reduce the council subsidy. There is the potential to increase income in the following areas; maximising ancillary income from bar sales. Hire of underutilised space in the building or conversion to other uses (function rooms and current staff office and longer term Town Hall Chambers). Improved marketing of in house promotions and co-promotions such as club nights and panto.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Reducing the theatre subsidy further before redevelopment plans have come to fruition will inhibit the theatre's ability to extend it's programming to reach wider audiences. The focus would have to be very commercial and include hires that the Theatre has traditionally restricted such as church hires. Community based activity could only be afforded if the theatre managed to return a surplus which is challenging given its' current physical restrictions.
Outline risks associated with proposal and mitigating actions:
Limited capacity could impair ability to achieve increased income targets. Failure to deliver residents aspirations around a broader programme. Ensure good specialist advice taken in planning new ancillary income. Build in-house marketing capacity. The future development of the Broadway Theatre is linked to the regeneration of Catford. Some minor improvements can be made in the next 2 years but larger issues such as the get in and full disabled access are unlikely to be realised until the Town Hall site is redeveloped. The use of Town Hall Chambers as part of a bigger cultural hub for

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

4. Impact and risks of proposal

Catford would provide the potential for substantial increased earned income that could cross subsidise the theatre but this is unlikely to be realised by 2020/21.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	313	(200)	113	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a)	0	50	50	100
Total	0	50	50	100
% of Net Budget	%	44%	44%	88%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
9	5	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	One or more
	If impacting one or more wards specifically – which?
	Rushey Green and Catford South

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
The Broadway Theatre will continue to host events for a range of equalities strands.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
None

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January – April 2019	Develop business plan
April 19 – March 20	Implement business plan and increase income
March 20	Achieve First £50k saving
March 21	Achieve Second £50k saving

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

1. Cuts proposal	
Proposal title:	Cultural and Community Development Service Staffing
Reference:	COM16
Directorate:	Community Services
Head of Service:	Head of Culture and Community Development
Service/Team area:	Cultural and Community Development
Cabinet portfolio:	Cabinet Member for Parks, Neighbourhoods and Transport
Scrutiny Ctte(s):	Safer Stronger Communities Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Reorganise staff team £150k	No	No	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Cultural and Community Development Service has a team of 19 officers who manage a wide range of services within a matrix working model. They coordinate 18 local assemblies, 4 neighbourhood community development fora, the positive ageing council, lead officers for 70 organisations main grants, manage the two leisure contracts, 5 directly provided community centres and provide advice and expertise on community engagement, arts, sports, third sector, events etc.
Cuts proposal
There are a number of savings proposals that could have an impact on the staff resource required from this team, including Local Assembly Fund, Events, Sports, Festival Fund and Main Grants. The work of the team is likely to change as a result of decisions around these areas although in some instances (such as the introduction of Neighbourhood CIL), there could be the need for more resource or a different skill set. There are also changes to the way that community centres are managed that will require a change to staffing. It is intended to undertake a reorganisation to ensure that the development team is structured in the most efficient way to deliver on changing priorities. As well as taking into account the areas highlighted above the reorganisation will also consider reducing the management capacity on the basis that managers would no longer attend Local Assemblies and that they would be supported solely by the PO2 officers working with Councillors.
The timing of the reorganisation needs to take into account the capacity of the team to undertake main grants assessments for the new grants programme.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Impact of this cut on service delivery should be minimal. The removal of manager support to assembly meetings as standard may impact on assembly coordinating groups.
Outline risks associated with proposal and mitigating actions:
Management support would still be available for assembly meetings on occasions if extra capacity was required.

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

4. Impact and risks of proposal

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	1,076	0	1,076	
HRA	0			
DSG	0			
Health	0			
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a)	75	75		150
Total				
% of Net Budget	7%	7%	%	14%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
A		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
1	9	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

8. Ward impact	

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
It is not anticipated that there will be any impact on service equalities for users.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8	3	3	3	1	
SMG 1 – 3					
JNC					
Total	3	3	3	1	

11. Legal implications	
State any specific legal implications relating to this proposal:	
None	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
April 2019	Reorganisation consultation

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

12. Summary timetable	
May 2019	Selection
August 2019	Reorganisation implemented

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

1. Cuts proposal	
Proposal title:	Ending the Small and Faith Fund
Reference:	COM17
Directorate:	Community Services
Head of Service:	Head of Culture and Community Development
Service/Team area:	Cultural and Community Development
Cabinet portfolio:	Cabinet member for Community Sector
Scrutiny Ctte(s):	Safer Stronger Communities Select Committees

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Ending the Small and Faith Fund £100k	No	Yes – currently referenced in main grant consultation	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The small and faith fund gives small grants (under £10,000) to local groups for short term projects or capacity building activity. It is expecting that match funding of at least 35% of the overall project is secured as part of the grant making process either via a dedicated crowdfunding site or through applications to other funders.
Cuts proposal
The proposal is to end the fund. The current budget is £100,000 per annum.

4. Impact and risks of proposal			
Outline impact to service users, partners, other Council services and staff:			
The exact impact of budget reductions within the main grants programme is more difficult to accurately assess ahead of time than in other areas due to the following factors:			
<ul style="list-style-type: none"> • The range of different activity and organisations funded • The quality of applications received 			
However, combined with associated proposals to apply cuts to the main grants programme, the Assembly grants and the festival fund there will be significantly less resource available for the voluntary sector in Lewisham.			
The small and faith fund also allows funding to be made available, at relatively short notice, to groups who are not funded through the main grant programme.			
In order to give an indication of the sort of projects that would go unfunded without the small and faith fund the projects that received support in 2017/18 are listed below. As can be seen, overall, the projects raised nearly 200% of the council's contribution in match funding.			
<u>Direct Applications</u>			
Organisation	Project Name	Level of Match	LBL recommended contribution

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COMMUNITY SERVICES PROPOSALS**

4. Impact and risks of proposal			
		Funding Achieved	
Entelechy Arts	Meet Me in the South	£15,205	£10,000
Bellingham Community Project	Connecting Lives – Arts and Sports Access in Bellingham	£3,456	£6,274
Lee Green Lives	Lee Green Lives	£8,638	£5,500
Arts Committee of St John the Baptist Church, Catford	St John's Festival of the Arts	£1,005	£3,195
Manor Park User Group	Arts and Music Events in Manor Park and Arts Café as part of HCGA Project	£2,000	£1,400
Crofton Park Railway Garden Friends Group	The Sensory Railway Garden of Crofton Park	£40,538	£5,000
Grove Park Carnival and Chinbrook Dog Show	Grove Park Carnival and Chinbrook Dog Show	£4,500	£7,241
Max Media Arts CIC	Art in the Park	£3,662	£2,942
Total		£79,004	£41,552

Crowdfunded Projects

Organisation	Project	Level Matched Funding Achieved	Council Contribution
Horniman Museum	World Gallery Project	£32,000	£8,000
Supersets	Catford Superset	£40,856	£6,000
Sydenham Garden	Community Pond	£6,000	£3,500
Rushey Green Timebank	Rushey Green Festival	£3,750	£750
Goldsmiths Community Centre	Apple Tree Cafe	£7,590	£5,000
Chris Church Bellingham	Bellingham Big Sing	£460	£350
Frendsbury Gardens	Outdoor Class Room	£6,944	£2,000
The Albany	Theatre Trip for Every Child	£5,500	£4,500
Catford Film Festival	Catford Free Film Festival	£3,039	£5,000
Brockley Street Art Festival	Brockley Street Art Festival	£1,500	£2,000
Deptford Mission	Collage Project for Elderly/Disabled	£2,984	£1,791
REAP Community CIC	REAP Youth Development Programme	£3,000	£4,000

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COMMUNITY SERVICES PROPOSALS**

4. Impact and risks of proposal			
LWS	New Beginnings Programme	£8,290	£1,750
Dalmain Football Club and St Saviour's Church	Walk in Space Youth Club	£1,200	£1,800
Bloom Bakery and Catering	Bloom Training	£14,500	£1,500
GRACE	Not for Profit Community Hub	£11,000	£4,000
AFRIL	Helping Hands Food bank	£13,480	£3,000
Brockley Max Festival	Brockley Max Festival	£7,645	£1,805
The Irish Community Centre	Community Allotment	£2,625	£4,875
Voluntary Services Lewisham	Access Lewisham	£4,375	£8,125
Inspiring your Imagination	Pepys Music Hub	£3,039	£5,000
Catford Arts	Catford Arts Trail	£9,600	£6,000
Total		£157,377	£80,746

NB The above list includes c£20,000 of projects funded from the 2016/17 budget.

Outline risks associated with proposal and mitigating actions:
There is an option to split the remaining main grants budget to provide some degree of short term funding through a single programme but this would simply mitigate against there being no funding available on an annual basis rather than the cut itself as the weight of service reduction would simply be transferred to the main grant recipients.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £,000	Income £,000	Net Budget £,000	
	100	0	100	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a)	100		0	100
Total	100		0	100
% of Net Budget	100%	%	%	100%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input

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COMMUNITY SERVICES PROPOSALS**

6. Alignment to Lewisham 2020 priorities		
A	E	B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
9	1	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Borough wide
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	H	Pregnancy / Maternity:	M
Gender:	M	Marriage & Civil Partnerships:	M
Age:	H	Sexual orientation:	M
Disability:	H	Gender reassignment:	L
Religion / Belief:	H	Overall:	H
For any High impact service equality areas please explain why and what mitigations are proposed:			
The above assessment simply assumes that the cut were applied to the services that received funding in the last full year of the programme.			
A significant number of the funded activities are aimed at a particular target group who would be disadvantaged if the funding were not available.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

**APPENDIX 2
COMMUNITY SERVICES PROPOSALS**

11. Legal implications

State any specific legal implications relating to this proposal:

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12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July / August 2018	Proposals prepared
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
March 2019	Cut implemented

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APPENDIX 1B

The Cost of Adult Social Care

Background

The Adult Social Care provision is governed by the Care Act.

The Care Act 2014 was the most significant change in social care law for 60 years. It applies to England and replaced a host of out-of-date and often confusing care laws.

The legislation sets out how people's care and support needs should be met and introduces the right to an assessment for anyone, including carers and self-funders, in need of support.

The act's "wellbeing principle" spells out a local authority's duty to ensure people's wellbeing is at the center of all it does. The emphasis is on outcomes and helping people to connect with their local community. Also, for the first time, people's eligibility for services are now the same across England.

Adult Social Care has statutory duties to:

- Provide or arrange for services, facilities or resources which will prevent, delay or reduce individuals' needs for care and support or the need for the support of carers.
- Carry out an appropriate and proportionate assessment.
- Carry out a capacity assessment if they believe an individual may lack capacity. Support the individual to be involved in the assessment. This involves providing as much information as possible from the time of first contact, in an accessible format, so that the individual undertaking the supported self-assessment has a full and clear picture.
- Involve an advocate (a family member, friend or independent advocate) to help the individual through the process if they have substantial difficulty understanding, retaining and using the relevant information.
- Ensure the assessment is undertaken by a practitioner who is appropriately trained and has experience of the condition, or consults someone who has. If the user is deafblind the practitioner must have specialist training to carry out the assessment.
- Carry out a safeguarding inquiry where a person may be at risk of abuse or neglect and consider what else (other than the provision of care and support) might assist the person in meeting the outcomes they want to achieve.
- Ensure the care and support plan, or support plan, is, as far as possible, agreed by the adult or carer in question.

How money is spent profiles

The information below is intended to inform Members on how the £68m net Care budget in 2018/19 is being spent.

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Adult Social Care supports over 3000 service users at any point in time during the year. Service users are banded into four main categories, this links to the Department of Health coding that we are required to use for our statutory returns and benchmarking:

- Older Adults
- Adults 18-64 with a Physical or Sensory disability
- Adults with Learning Disabilities
- Adults in need of Mental Health Support

The information provided below sets out by Service User type, the weekly cost of a care package, how many people in that group receive this type of care, and a typical type of care a person might receive for that weekly cost.

Older People Case Examples

Diverting People at the Front Door	
No Cost	
<p>Levi, age 78, with a progressive long term health condition, and failing mobility was referred to adult social care by the warden of his sheltered housing property due to issues with personal hygiene and general coping. The warden already helped do his weekly shopping, so this was not a problem.</p> <p>After speaking to Levi on the phone, it was decided that a visiting officer from the front door of adult services would pay a visit with the warden to see what could help.</p> <p>On arrival, it was clear that Levi was having difficulties as he was looking unkempt and there was an odour, likely due to the dirty clothes he was wearing. The flat was untidy, and ashtrays were full. Levi was a heavy drinker and there were a few empty cans around the flat. He said that he wanted to continue with his drinking and had been offered detox support in the past. He had a microwave and cooked ready meals in that, but said he generally had a poor appetite</p> <p>It was clear he was sleeping on his sofa as all his bed clothes were placed there. In discussion, it was clear he considered this to be normal.</p> <p>He had no family living locally and rarely had contact from anyone apart from the warden there was no one else to help. The other tenants complained if he attended the communal activities so relations here were not good.</p> <p>Levi was fully aware of his situation and following the chat, a few suggestions were offered. He said that he would prefer to be left alone but he did agree that the warden could help him make a claim for attendance allowance - (thought likely to receive the higher rate due to his poor health and failing mobility). He said with that cash the warden could help him find some domestic help to help with his laundry and cleaning the flat. The officer called the DWP to start the attendance allowance claim request and gave some numbers of local agencies who could help with domestic support. The warden agreed to come up with a plan around the communal laundry area so that he did not have to wait around for its use. Both he and the warden knew to contact if the situation changed.</p>	

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Six months on and the situation is still stable as there has been no further contact.

Care Cost Per week	Number of Service Users receiving this level of care
Up to £200	556
<p>Martha is 78 and has suffered from Osteo Arthritis for 7 years, recently she has received a double hip replacement for which she has 4 week enablement to regain her mobility, at week 4 Martha was able to walk with the support of 1 person, but therapists agreed there was not further improvement to be made and the Arthritis in her spine is limiting any further improvement.</p> <p>Martha is now able to walk short distances with a frame and the support of 1 person in the home, but needs a wheelchair when she leaves the house. Martha receives 3 calls a day from Carers, 45 minutes in the morning to shower, dress, toilet, oversee medication, prepare breakfast and a flask of tea, make the bed and tidy bathroom after shower. A 30 minute call at lunchtime, to support the Martha to go to the bathroom, prepares a microwave meal, refill flask and wash up breakfast dishes. Again, another 30 minute call in the evening to support Martha back to bed, change clothes, toilet, make a drink and lock up.</p> <p>Martha daughter-in-law visits every day at tea time and supports Martha with going to the toilet and sandwich for tea. She also carries out all Martha's shopping and paying bills. But due to working full time and having a family cannot help with housework, so added to Martha's care package is 30 minutes per week for housework and change of bedding.</p> <p>Martha was keen to get back to playing bingo once a week, where she could meet up with her friends. This was one of the goals she chose for herself at the outset of her rehabilitation. Now able to walk short distances, and using the help of Community Connections, a volunteer driving befriender was found who went weekly with her to the local bingo hall.</p> <p>Weekly Care Package</p> <p>Mornings 45 min x 7 days Lunch 30 mins x 7 days Evenings 30 min x 7 days 30 min domestic x 1 day</p>	

Cost Per week	Number of Service Users receiving this level of care
£201 - £500	470
<p>George is 87 and lives with his 86 year old wife Ellen. George was diagnosed with dementia a year ago, but 3 months ago, he had a major stroke. George is no longer mobile, or able to wash, or feed himself, he is also incontinent. Ellen has her own medical problems, but wants George to remain at home as long as</p>	

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possible. Their son and daughter have agreed to support mum and dad as much as possible.

George now needs the support of 2 carers at each call to move and transfer George. George now receives 4 calls a day for carers. In the morning one carer is booked for 45 mins to provide personal care, showering, changing of bed, feeding. The second is booked for 30 mins to support the first carer with personal care, showing and changing bed. Ellen is very slow in the mornings due to her health conditions, but prepares the breakfast and medication while the carers make George comfortable.

Lunchtimes both carers visit for 30 mins, toilet, change and reposition George into his chair and gives him his medication. Ellen makes Georges lunch and feeds him.

Tea Time, both carers visit for 30 mins, toilet, change and reposition George back into bed. Again, Ellen feeds George and give him is medication.

Evening both carers visit for 30 mins, toilet, change, and prepare George for the night.

George and Ellen Son and Daughter do all the shopping and most of the housework, they accompany both of their parents to hospital or doctors' appointments. On Sundays, their Daughter accompanies Ellen to Church, whilst their Son or Grandchildren sit with George whilst Ellen is away.

Weekly Care Package

Mornings 1 carer 45 min x 7 days
Mornings 1 carer 30 mins x 7 days
Lunch 2 carers 30 mins x 7 days
Tea Time 2 carers 30 mins x 7 days
Evenings 30 min x 7 days

Cost Per week	Number of Service Users receiving this level of care
£501 - £1000	566
<p>Angela is 92 and was diagnosed with Dementia last year. She was not previously known to social services. Her family report that she is now wondering and they have been called by the police twice in the last 2 months as she has been found at the shopping centre late at night in her nightclothes. Angela's family have disconnected the gas cooker as she recently put an electric kettle on the hob and melted it, the fire brigade were call out and they recommended this action. Angela's family do not live locally and they are unable to support her on a daily basis,</p> <p>5 times in the last 9 months, she has attended Hospital with falls. 3 weeks ago, she fell and broke her arm in 2 places. When admitted to hospital she was unkempt and underweight as she had been throwing the food out of her fridge and not eating regularly, although her family had regular food delivered by Tesco.</p>	

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Whilst on the ward she has become increasingly confused and incontinent, without prompting, reminding and encouragement she would not get dressed or eat. The professionals at the hospital along with Angela's family had a 'Best Interest' meeting, and it was agreed that to keep Angela safe she would now need 24hour supervision.

A placement in a Residential Dementia care home was sourced by Adult Social Care for Angela where she will be supported 24 with all her care needs. This placement will be near her remaining family so that they can visit more regularly.

Cost Per week	Number of Service Users receiving this level of care
Over £1000	24
<p>Alec 88 year old Alec has lived in a Residential Dementia care home for 3 years. In the last 6 months, his vascular dementia has progressed significantly. Alec no longer sleeps at night (Sundown syndrome). Alec now naps a lot but is awake 19 hours per day. When he is awake is looks for his wife who has been dead for 20 years. He calls for her and gets very distressed. He regularly goes into other resident's room and takes their belongings or tries to get in bed with them thinking they are his wife. On a daily bases he get angry and often try's to attack staff and other residents. The Residential care home has asked that a new placement be found for Alec as they are no longer able to meet his needs.</p> <p>In discussion with Alec's son, we requested that a Continuing Health Care assessment be carried out by Lewisham CCG. Alec's case was presented to panel and although Alec did not meet the criteria for fully funded care, he was granted Free Nursing Care. It was agreed that Alec's needs would now best be met in a Nursing Dementia care home, and a placement was sourced. 6 homes visited but were unable to meet his needs due to his challenging behaviour. The 7th home agreed to take Alec but required 1:1 hours during the night. This was agreed for a period of 3 months with a review arranged to take place to see if the 1:1 support could be reduced once Alec had settled into the new placement.</p>	

Adults with Learning Disabilities

Cost of Care	Number of Service Users receiving this level of care
Up to £500	256
<p>Jamil is 19 years old and has challenging needs, he is no longer in education. Jamil lives with his parents and 2 siblings who both have challenging needs and attend Drumbeat Special Educational School in Lewisham. Jamil dad works is a plumber and often works long hours and weekends, and Jamil's mum has a local part time job 4 days a week. Both parents need to work to support the family home. Jamil's parents want to support Jamil to remain at home for as long as possible. Jamile's parents provide all care for Jamil who needs support with personal care, money, travel and social activities. Jamil's mum does all the housework, shopping and laundry.</p>	

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Jamil cannot be left on his own, so his care package consists of 3 days at the in-house Challenging Needs day centre, including borough transport providing a return journey. This allows Jamil's mum to work, and drop off and pick up her 2 younger siblings from school. On Thursdays, Jamil's uncle looks after him all day and overnight while mum works and gives the family respite.

Weekly Care Package

3 x day centre
3 x return journey

Cost Per week	Number of Service Users receiving this level of care
£501-£1000	175
<p>Cassandra is 41 and has Downs Syndrome. Until 18 months ago, Cassandra was not known to adult social care. Mum who is 82 contacted us 18 months ago as she was concerned she had been diagnosed with kidney failure and needed to make long term plans for Cassandra, as there is no other family that could support her when mum is no longer around.</p> <p>Cassandra's mum has always looked after Cassandra, and has supported with personal care and all domestic tasks. Cassandra did not have any skills with daily living, managing money or socialising other than meeting mums friends regularly.</p> <p>We met with Cassandra and mum and carried out assessments to look at long term plans. It was agreed that Cassandra should move into supported living.</p> <p>6 months ago, Cassandra moved into Supported Living accommodation. She now shares a house with 5 other adults supported by live in carers. Cassandra is being taught independent living skills and how to budget. Included in her weekly care costs is 10 hours of socialisation time per week, this allows a carer to accompany Cassandra to go shopping, visit cinemas or leisure centres, attend local community groups or church, and visit mum a couple of times a week as she is now housebound.</p>	
<h3>Weekly Care Package</h3> <p>24 hour supported living 10 hours 1:1 Social Support</p>	

Cost Per week	Number of Service Users receiving this level of care
£1000 +	258
<p>Robert is 20 and has Autism and Cerebral palsy. He was a looked after child and has a current Education and Health plan. Robert is a "transition young adult" moving from Children's to Adult services. He currently is at a Residential College in Brighton and is expected to stay a College until he is 24.</p>	

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The cost of the College fees is paid for by Education, and the cost of his 24 hour residential care costs are paid for by adult social care. The typical cost of a College placement is between £2000 and £3000 per week, adult social care fund approx. 2/3 of this cost.

Younger Adults with a Physical or Sensory Disability

Cost Per week	Number of Service Users receiving this level of care
Up to £500	369
<p>Loretta is 32 and a single mum to 11 and 14 year old daughters. Loretta was diagnosed with Sickle Cell Anaemia in her early 20's. Loretta's condition is now advanced, she is unable to get out of bed in the morning on her own and her general mobility is poor. She recently has had her spleen removed due to the condition so she is prone to infections. Her eyesight is decreasing and she can no longer leave the flat on her own.</p> <p>Loretta has 1 hr personal care call in the morning, she is very slow so she needs longer to wash, dress and toilet. The carer helps her with breakfast and leaves a sandwich for lunch with a flask of coffee. The carer also ensure that the children have breakfast and get off to school on time. The carer will also try to ensure the flat is tidy.</p> <p>The carer provides 1hr in the evening and supports cooking of the evening meal for the family, personal care and preparing for bed for Loretta.</p> <p>Loretta's mum and sisters visit at weekends to help with the children and housework, ironing and laundry.</p> <p>Loretta orders her shopping on line, depending on the delivery slot available either the carer, mum or sisters put the shopping away.</p> <p>If Loretta is well enough at weekends her family take her and the children out shopping or socialising.</p> <p>Children's Social Care and the School provides carer support to the children.</p> <p>Weekly Care Package</p> <p>Mornings 1 carer 1hr x 7 days Tea Time 1 carer 1 hr x 7 days</p>	

Cost Per week	Number of Service Users receiving this level of care
£501-£1000	81
<p>Errol is 47 and had been living with lung cancer for 3 years, 2 months ago he was admitted to hospital with breathing problems where it was confirmed that they</p>	

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cancer has spread to his liver, after tests it was confirmed that the cancer had spread and he has been given a 6-9 month life expectancy. Medically he is being treated with palliative care, he will be closely monitored by medical staff and when it is deemed that he has less than 3 months to live, his care will become end of life care and the costs will be met by the NHS. Until that time, Adult Social Care will fund his care package.

Errol and his wife have 4 children aged between 3 and 11, Errol and his wife have agreed that he will remain at home as long as possible and ensure that they have quality time with the Children. Errol is a large man who needs support with his personal care 4 times a day, his mobility is poor and he is very weak, he needs the support to 2 people get out of bed, shower/bath, and toileting. Errol cannot be left alone because of his breathing problems. He is often need of support during the night with medication (oxygen and nebuliser) which his wife provides. His wife has given up work and is trying to manage the household tasks and caring for the 4 children.

Errol's wife is exhausted has asked to 2 hours sitting service per week so that she can take the children out shopping or to the children's friends birthday party or activities. She has also asked for 1 hour per week support with domestic duties, cleaning and ironing.

Weekly Care Package

Mornings 1 carer 45 min x 7 days
Mornings 1 carer 30 mins x 7 days
Lunch 2 carers 30 mins x 7 days
Tea Time 2 carers 30 mins x 7 days
Evenings 30 min x 7 days
2 hours Sitting Service per week
1 hour Domestic Care per week

Cost Per week	Number of Service Users receiving this level of care
£1000+	36
<p>Michael is 58 and has a long history of alcohol abuse and street homelessness. He has also has a history of offending. 2 years ago, Michael was found very unwell on the street by the police and taken to Lewisham hospital where he spent 9 weeks recovering and being diagnosed with Huntington's chorea. Whilst Michael's physical condition is deteriorating, he is very abusive and violent which is a trait of the condition.</p> <p>Michael does not have any family that we have been able to trace, or reliable friends to support him. Michael was deemed to lack capacity and was placed on Deprivation of Liberty authorisation. Adult Social Care engaged an independent advocate to take part in the best interest decision for Michael's long term care needs.</p>	

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The professionals agreed that a specialist placement in a residential home that specialises in the disease should be made. Michael moved to the home in West Sussex and remains there.

Adults in need of Mental Health Support

Cost Per week	Number of Service Users receiving this level of care
Up to £500	59
<p>Carly is 26 years old and has bipolar and a personality disorder. Carly has not had contact with her family for some years and has twice tried to commit suicide. Carly has been made homeless a number of times as she allows people into her home who cause problems with neighbours and do not have Carly's best interest in mind.</p> <p>Carly now lives in at Lewisham homes flat and supported by a specialist mental health nurse for her medication. She received 1 hour per day support at home to ensure she is managing her daily living, managing money and paying bills, cooking, eating and shopping. This also ensure that she is not being taken advantage of by unwelcome visitors.</p> <p>Carly also received 3 hours per week with a carer for social activities and visiting the Mental Health drop in centre.</p> <p>Weekly Care Package</p> <p>1 hr per day support with daily living 3 hours per week social support</p>	

Cost Per week	Number of Service Users receiving this level of care
£501 - £1000	56
<p>John is 61 and has been on a Section 117 for 10 years. John's physical condition has now deteriorated and his mental health is unstable. John's wife Karen is 15 years younger than John and still works in London for a Solicitor. Karen wants John to remain at home and feels that she can manage as long as John is safe whilst she is at work. Karen looks after John night times, weekends and holidays. She pays for a private cleaner and does the entire shopping and other house hold task.</p> <p>John has 30 min carer visit of a morning for personal care and to get him ready for centre Monday – Friday.</p> <p>John attends day centre 5 days a week and receives borough transport.</p> <p>Karen collects John directly from the day centre on her way home from work.</p> <p>Weekly Care Package</p>	

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Mornings 1 carer 30 min x 5 days
Day Centre x 5
Borough transport x 5

Cost Per week	Number of Service Users receiving this level of care
£1000+	127
<p>Josh is 23 and has been known to mental health services since he was 11. Josh has a severe personality disorder and is psychotic. He has made numerous attempts to commit suicide. He is no longer detained under the mental health act, but is on a section 117 aftercare.</p> <p>Josh is unable to live independently at this time. Following discussions with mental health professionals and his family, it was felt that in his best interest a specialist placement be found that can work with Josh to help him work towards living independently in the community as soon as possible.</p>	

It should be noted that the numbers of adults supported with mental health are low, this is due to most of the data regarding these clients being held on the SLAM system. We are working with SLAM to improve the quality of the data for clients who are in receipt of Adult Social Care.

Adult Social Care Savings and additional funding so far

The table below highlights the savings made and additional funding received by Adult Social Care since 2012

Year	Savings Made / Proposed	Adult Social Care Precept	Better Care Fund (BCF)	Improved Better Care Fund (IBCF)	Additional Funding for ASC – Supplementary for IBCF	Adult Social Care Support Grant
	£	£	£	£	£	£
11/12	(2.9m)					
12/13	(2m)					
13/14	(3.5m)					
14/15	(6.8m)					
15/16	(7.5m)		9.02m			
16/17	(2.8m)	1.67m	8.76m			

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17/18	(4.1m)	2.68m	8.61m	1.21m	6.38m	1.37m
18/19	(300k)	1.0m	8.78m	6.56m	3.91m	0.68m
TOTAL:	(29.9m)	5.35m	35.17m	7.77m	10.29m	2.05m

Since 2012, the service has continually tried to deliver savings whilst delivering the best quality of services possible to Lewisham residents. The list below is intended to inform Members of the work that has been undertaken to achieve savings whilst delivering services to meet resident's needs:

- Reconfigured day services
- Commissioned Homecare 4 lead providers
- Increased Extra Care capacity
- Reduced expenditure on transport costs
- Increased Shared Lives opportunities
- Reviews all high cost POC/Placements
- All low level services have been reviewed
- Increased Supported Living options
- Reduced delayed transfers of care and people ready for discharge in hospital.
- Established Community Connections and SAIL
- Reconfigured respite options
- Developed rehabilitation and reablement to support independence
- Reviewed social work and established neighbourhood model.
- Implemented "Deprivation of Liberty" requirements and ensured we are 100% compliant
- Reviews all expensive "Independent Living Fund cases" and a high number of these cases were then transferred to Continuing Health Care funding.
- All placement reviews are up to date
- Developed Direct Payment services and have started to grow the Personal Assistant Market

All this work has allowed adults social care to have reduced their net budget to £68m in 2018/19 and have one of the lowest adult social care budgets when compared to our local comparators, this data is taken for the ADASS budget Survey Aug 2018, as tabled below.

How we compare to our neighbours

Adult Social Care is able to benchmark with other neighbouring Local Authorities in regards to their Adult Social Care budgets and spend per head of the local adult population. A recent benchmarking exercise has been completed by the Association of Directors of Adult Social Care (ADASS), the results were received in August 2018, and as shown in the table below, Lewisham, 17/18 had 2nd lowest net budget and outturn. Lewisham's spend per head of population again was the second lowest, with only Bromley spending less.

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ADASS Budget Survey Aug 2018							
London Borough of:	Adult Population	Budget and Outturn (£m)			Per Head of Population 18+		
		17/18 budget	17/18 outturn	18/19 Budget	17/18 budget	17/18 outturn	18/19 Budget
Camden	201,400	83.3	82.2	90.5	£413.45	£408.21	£449.42
Greenwich	211,800	69.6	73.1	77.4	£328.41	£345.09	£365.55
Hackney	211,000	86.3	89.7	88.8	£409.11	£424.91	£420.91
Islington	191,400	68.1	74.6	70.3	£355.94	£389.58	£367.32
Lambeth	260,800	87.1	87.1	81.5	£334.14	£334.14	£312.66
Lewisham	230,800	68.8	70.6	70.9	£298.25	£306.05	£307.03
Southwark	247,700	87.3	87.3	102.3	£352.53	£352.38	£413.14
Bromley	254,300	0.0	0.0	70.7	£0.00	£0.00	£277.91
Haringey	211,300	86.5	89.5	85.2	£409.20	£423.48	£403.20

The above table demonstrates the overall spend for Adult Social Care. Other benchmarking data available to us highlights on some client groups, we spend more than our comparators in particular Learning Disabilities and Younger Adults with a Physical Disability. These are areas where there are focused pieces of work being undertaken to understand why our cost of care is higher for these service users.

The benchmarking data in the two tables below demonstrates the numbers of older people we supported during the year 2016/17 alongside our comparators. Table one gives the numbers of older people in each of the care categories per 100,000 of the populations. Table 2 provides a similar breakdown categories by spend. These figures were taken from the 2016/17 Statutory Adult Social Care returns. SALT (Short and Long Term Support return) and ASCFR (Adult Social Care Finance Return). For 17/18, these returns were submitted to the Department of Health in July and August, this means that we will not get comparator data back for 17/18 until late autumn 18, so we are unable to provide updated comparator data at this time.

TABLE 1							
Rate of Older People receiving Long Term Support at year end, per 100K population aged 65+, 2016/17 (by Service Type)							
	Nursing	Residential	Community Direct Payment Only	Community Part Direct Payment	Community Local Authority Managed Personal Budget	Community Local Authority Commissioned Support Only	Total
Lewisham	801	1069	1122	160	2760	784	6696
Greenwich	621	776	586	172	3379	827	6413
Lambeth	952	952	758	19	5323	369	8392
Southwark	836	976	358	100	5437		7707
Waltham Forest	493	898	563	352	2816	493	5615

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Hackney	679	855	553	126	4627	302	7142
Haringey	597	1213	578	270	3542	366	6584
Brent	781	689	318	424	4277	13	6515
Hounslow	385	642	626	48	3048	160	4909
Ealing	687	772	434	12	3521	241	5680
Tower Hamlets	602	1506	1122	301	4736	1506	9800
Croydon	548	617	149	70	4940		6314
Islington	1051	1296	636	122	4328	49	7457
Newham	740	986	1110	205	5158		8220
Enfield	564	1093	752	928	764	482	4570
Redbridge	626	1007	1483	354	2653	163	6272
Comparator Group Average	685	959	697	229	3832	443	6768
England Average	494	1065	342	97	1842	210	4050

Table 2

**Gross Current Expenditure on Long Term Support 65+, 2016/17,
(£000 per 100K population aged 65+)**

	Nursing	Res	Direct Payments	Home Care	Other Long Term Care	Supported Living	Supported Accommodation	Total
Lewisham	£30,329	£36,706	£10,988	£31,490	£4,884	£87	£5,512	£119,996
Greenwich	£19,726	£22,524	£12,390	£36,972	£7,639	£312	£300	£99,863
Lambeth	£36,152	£29,162	£7,844	£53,070	£4,903	£2,392	£0	£133,523
Southwark	£32,798	£37,980	£9,587	£47,989	£14,752	£191	£5,138	£148,435
Waltham Forest	£14,975	£41,500	£8,801	£15,718	£1,792	£299	£9,716	£92,801
Hackney	£17,855	£31,249	£11,437	£69,188	£12,046	£4,979	£141	£146,895
Haringey	£27,997	£47,536	£12,231	£35,085	£5,498	£9,286	£5,521	£143,154
Brent	£25,557	£18,997	£6,134	£26,730	£5,350	£6,308	£313	£89,389
Hounslow	£8,066	£19,467	£4,685	£21,466	£18,366	£1,264	£167	£73,481
Ealing	£30,848	£32,094	£5,747	£23,622	£1,322	£82	£0	£93,715
Tower Hamlets	£24,242	£57,555	£15,822	£45,401	£25,578	£723	£17,782	£187,103
Croydon	£13,582	£37,501	£3,422	£17,639	£2,866	£3,263	£1,052	£79,325
Islington	£24,494	£47,213	£6,577	£26,171	£11,741	£0	£7,037	£123,233
Newham	£21,937	£16,713	£13,130	£37,079	£10,369	£3,962	£525	£103,715
Enfield	£18,315	£41,905	£20,648	£3,447	£2,080	£26	£552	£86,973

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Redbridge	£20,616	£43,183	£5,298	£12,052	£8,172	£3	£6,953	£96,277
Comparator Group Average	£22,968	£35,080	£9,671	£31,445	£9,585	£2,074	£3,794	£113,617
England Average	£14,578	£30,402	£4,793	£14,285	£2,818	£2,226	£988	£70,090

For 16/17, Lewisham provided care over the year to 6696 older adults per 100,000 of the population. We provided slightly more care to more people than Greenwich but far less than Southwark and Lambeth, and lower than the London comparator average. Similarly, we spent less per 100,000 head of population than Lambeth and Southwark, but more than Greenwich and London and National comparators.

Alongside this benchmarking information, consideration needs to be given regarding the number of local self-funders, for which there is no benchmarking information and the different in authorities that pay the National Living Wage and the London Living Wage to care staff.

Hospital Pressures

Lewisham Adult Social Care and the local NHS trusts work hard to reduce any delays and ensure people are discharged either back to their own home, to an intermediate care bed where they can receive rehabilitation with a view to return home, or to a long term residential placement as soon as they are medically fit.

Members will be aware of the national pressures that the NHS has been facing in recent years, and the national reporting of people not being discharged from hospital when they are medically fit to do so. In Lewisham like our neighbouring boroughs, we are dealing with people who are older and frailer than we would have seen five to ten years ago. In this paper we have detailed our out of hospital provision and some of the work we have undertaken to support hospital discharges and reduce the number of days people stay in hospital, which in turn has added further pressures to the Care Budget.

Whilst we endeavour to return everyone one back to their own home where possible, there will always be some people whose needs or circumstances are at such a complex level this is not possible. Some people need intensive rehabilitation and cannot be left overnight once they are medically fit, for these people there are 25 rehabilitation beds in Brymore Nursing home, these beds are funded by the CCG and Adult Social Care. People can move from hospital to these beds and receive intensive therapies for up to 6 weeks. The aim is to ensure that they regain as many independent living skills and mobility as possible. These beds have a 95% occupancy rate at any one time and 87% of people do manage to return home with low levels of care. For some people their condition deteriorates or the planned goals are not able to be met, these people may then need to move to a residential or nursing placement.

We also have 15 "Community Beds" which are situated in Lewisham Hospital on "Sapphire" ward. Community Beds are a step down from an acute bed. These 15 beds are commissioned and paid for by the CCG and Adult Social Care. These beds are used for people who no longer need to be in an acute bed, but cannot return home due to their illness/condition or being homeless with high care needs. Most people who spend a period of time on Sapphire ward are awaiting for a placement to be sourced in a suitable care home.

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In 2016, there was an average of 52 people waiting on any day who were deemed to be medically fit waiting to be discharge from Lewisham Hospital. This increase to around 70 if we included Lewisham people in other hospitals. Whilst not all the delays we due to adult social care, process, procedures and communication across all partners contributed to the delays. By early August 2018, these daily numbers have reduced to an average of 6.

A number of projects were put in place to reduce the delays in the hospital and support the flow of beds. The government issued a requirement on Health and Social care to implement the “10 High impact changes” that should ensure delays are minimised.

Lewisham and its partners decided to focus on 2 projects that could deliver the greatest efficiencies:

Discharge to Assess (D2A) – for people who can return home safely and receive short term care (enablement) or small package of ongoing care. The day they are deemed medically fit, a member of the D2A follows the person home within 2 hours of discharge and assesses their needs for care and equipment in their own home. Care and support is arranged and within 72 hours of returning home, a decision is made as to their ongoing needs. We estimate that D2A is reducing stays in hospital by 3 days, making a saving of £1050 per person to the trust. In turn, the costs for those 3 days of care has now transferred to Adult Social Care.

On average we take home 150 people a month through D2A, 1,800 people per year. Each person receive approximately 6 hours of care over the 3 days. This has added in the region of £400k to the cost pressure to the social care budget in 17/18 and 18/19.

Nationally CCG's and Social Care were set a target to reduce the number of Continuing Health Care (CHC) Assessments being undertaken on acute wards in the hospital. In January 2018 we adopted the new national forms for assessing, thus reducing paper work by about 40 pages per assessment and agreed a risk share approach to agreeing the ongoing care for a patient in a hospital bed, at this stage we make a decision as to the probable long term care destination, this allows our placement/brokerage team to source the care needed and expedite discharge. This has seen people reducing the number of days spent in an acute bed by approximately 10 days per person, a saving to the trust of £3.5k person.

Alongside the CCG, we assess approximately 8 people per week in hospitals for CHC, or about 416 per year. The 10 days the person would have stayed in a hospital bed receiving care and support has now transferred to Adult Social Care, this has produced a cost pressure in the region of £450k.

So as stated above the reduction in numbers of people being medically fit for discharge has reduced thus allowing improved flow of patients and releasing beds, has subsequently caused through the 2 changes in process an overall cost pressure in the region of £850k.

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APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Printing Reduction
Reference:	CUS1
Directorate:	Customer Services
Head of Service:	Head of Technology & Change
Service/Team area:	Information Management & Technology (IMT)
Cabinet portfolio:	Democracy, Refugees and Accountability
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Reduce printing: saving of £100,000	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
IMT lead on the Lewisham aspects of the Council's technology needs, including printing and scanning requirements, and client Lewisham's technology support via the shared service with Brent.
Cuts proposal
Reduce printing across the Council. Lewisham has reduced the print budget by 50% over the past two years with the help of iPads and laptops and a targeted communication campaign. As the use of these devices continues to grow there is an opportunity to reduce print spending further with ongoing HR/OD support to train staff to work differently.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
This cut will impact members and officers and reduce spend and environmental impact.
Outline risks associated with proposal and mitigating actions:
Clear policy and messaging that allows a certain group to continue to print i.e. those who have a real need. Support for all staff to move away from paper usage as part of our general organisational development.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	5,282	(398)	4,884	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Reduce printing:	100	-	-	100

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

5. Financial information				
saving of £100,000				
Total	100	-	-	100
% of Net Budget	2%	%	%	2%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
E		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
10		
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?
	N/A

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:	Low	Gender reassignment:	
Religion / Belief:		Overall:	Low
For any High impact service equality areas please explain why and what			

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

9. Service equalities impact

mitigations are proposed:

Is a full service equalities impact assessment required: Yes / No	No

10. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No

No

11. Legal implications

State any specific legal implications relating to this proposal:

Employer obligations towards their staff e.g. fair treatment, health and safety, equalities/reasonable adjustments

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Income Generation – Increase of Garden Waste Subscription Charge
Reference:	CUS2
Directorate:	Customer Services
Head of Service:	Head of Environment
Service/Team area:	Environment (Commercial & Customer Services Team)
Cabinet portfolio:	Cabinet Member for Parks, Neighbourhoods and Transport
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
£20 increase in garden waste subscription: £763k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Residents can currently pay a subscription of £60 per year (1 April – 31 March) for a weekly collection of garden waste. The service started in June 2016 and has seen an increase in subscribers from 8,250 in 2016/17 to 10,188 in 2017/18.
This provides a convenient service to residents who do not have access to vehicles to dispose of their garden waste, and reduces the need for journeys to the council's Re-use and Recycling site, for those that do.
Rather than going into the residual waste bin or being fly-tipped, garden waste is composted and contributes towards the national target of recycling, re-using or composting 50% of waste by 2020. With the introduction of the scheme, the borough saw an increase in its recycling figures.
Cuts proposal
To increase the subscription by £20 in 2019/20 to a total payment of £80
To increase the subscription by a further £20 in 2020/21 to a total payment of £100

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Some subscribers may find the increased cost prohibitive and will not renew their subscriptions.
An increase in complaints related to the subscription increase.
With less subscriptions more garden waste could enter the residual stream as residents place in their refuse bin, increasing tonnage sent to SELCHP (and associated costs of incineration) and reducing the proportion of waste that is composted.
An increase in fly-tipping and associated costs.

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

4. Impact and risks of proposal

A significant reduction in subscriptions would lead to a reduction in operational staff needed to collect garden waste bins and office staff needed to answer calls and emails.

The Reuse and recycling site may also see an increase in garden waste being brought in as it continues to be free to dispose of there. This facility has limited capacity and any increased volume of waste will cause additional burden on the staff both in terms of managing increased waste as well as the burden of having to implement restrictions. This could also lead to an increase in individual car journeys.

Outline risks associated with proposal and mitigating actions:

The impact of the increased cost of the garden waste subscription will be reviewed after the first 12 months and before a further increase is implemented.

Reduction in subscriptions - Updates to our IT system will enable an improvement to service which is expected to lead to an improvement in customer service satisfaction and new and repeat subscriptions. Our existing IT system is inflexible with annual subscriptions running from 1st April -31st March, with a subscription always ending on the 31st March irrespective of when residents subscribed. Updates to our IT system will enable pro-rata or a full 12 months of subscription from any start date in the year.

Increase in Complaints – Would need to ensure all current subscribers are contacted in advance of price increase and that a communications plan was in place so that residents understood the need for the price increase and the benefits of the service.

Reduction in Operational Staff need to collect garden waste bins - This would need to be addressed by the Operational Waste Team

Reduction in Office Staff answering calls/taking payments/dealing with queries – Ensure learning and development plan in place for the 2 members of staff concerned so they could be utilised within the wider Commercial and Customer Services Team

Increase in Fly-Tipping - Would need the Clean Streets (Enforcement) Team to have an action plan in place to address any increase in fly tipped garden waste

Increase in residual disposal costs- increase administrative and enforcement processes/team to ensure residents don't place garden waste in their refuse bin.

Decrease in recycling targets- have to look at alternative initiatives to increase recycling

Increased tonnage taken to Reuse & recycling site- need to implement restriction policy at gate to prevent excessive tonnage taken to the site.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	1,298	(550)	748	
HRA				
DSG				

**APPENDIX 3
CUSTOMER SERVICES PROPOSALS**

5. Financial information				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
£20 increase in garden waste subscription: £763k	278	485		763
Total	278	485		763
% of Net Budget	37%	65%	%	100%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
D		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
3		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive if residents re-subscribe at increased price		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?
	N/A

9. Service equalities impact			
Expected impact on service equalities for users – Not Applicable			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil	

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

9. Service equalities impact			
		Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
By virtue of The Controlled Waste Regulations 1992 and Section 45(3) of the EPA 1990 - the authority may recover a reasonable charge for the collection of garden waste from the person who made the request.	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Income Generation- Events in Parks
Reference:	CUS3
Directorate:	Customer Services
Head of Service:	Head of Environment
Service/Team area:	Green Scene
Cabinet portfolio:	Cabinet Member for Parks, Neighbourhoods and Transport
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Income generation from events in parks and open spaces £500k	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Parks and open spaces management – income generation
During 2017/18 a total of 499 events were held in the boroughs parks and open spaces, these ranged from small family fun days to the large OnBlackheath music festival. With demand for events, both large and small, increasing there is an opportunity to generate much needed additional revenue.
The Councils Joint Events Policy for Blackheath allows for 2 large commercial events annually with only one being held to date. There is also growing interest in Beckenham Place Park as venue for commercial income generating events.
Cuts proposal
It is proposed to increase the number of large commercial events/ festivals held on Blackheath from 1 to 2 and to market Beckenham Place Park to promoters as a new venue.
It is anticipated that income of £200k will be generated in 2019/20 and £300k in 2020/21. This will allow for a corresponding reduction in service budgets for those years.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The details of all proposed large events must be presented to the Councils Event Safety Advisory Group (ESAG) who may advise that additional input from partner organisations (police etc.) and other council service (Env Health etc.) is required to allow an event to take place safely.
Outline risks associated with proposal and mitigating actions:
There will always be some risk that large outside event fails to take place, however officers will ensure that event proposers are suitably experienced and have robust and

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

4. Impact and risks of proposal

comprehensive event management plans.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,200	(103)	3,100	
HRA	N/A	N/A		
DSG	N/A	N/A		
Health	N/A	N/A		
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) Income generation	200	300		500
Total				
% of Net Budget	7%	11%	%	18%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
10	9	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

8. Ward impact

Geographical impact by ward:	No specific impact / Specific impact in one or more Specific

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

7. Impact on Corporate priorities

	If impacting one or more wards specifically – which? Blackheath, Bellingham, Downham
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9. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No	No
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11. Legal implications

State any specific legal implications relating to this proposal:
None

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Budget reduced

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Income Generation – Increase in Commercial Waste Charges
Reference:	CUS4
Directorate:	Customer Services
Head of Service:	Head of Environment
Service/Team area:	Environment (Commercial & Customer Services)
Cabinet portfolio:	Cabinet Member for Parks, Neighbourhoods and Transport
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Increase in commercial waste charges: £450k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
All businesses in the borough are legally required to have a trade waste contract. The authority competes with other trade waste companies for contracts with local businesses. This includes both the collection and disposal of refuse and recycling.
The authority currently provides trade waste contracts for approximately 3,000 businesses in the borough.
Cuts proposal
To increase the current charges for both refuse and recycling by 7.5% in 19/20 and a further 7.5% in 20/21.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Businesses may find the increased charge prohibitive and cancel their contract/s with us either to move over to a private waste carrier or possibly fly-tip their waste within the borough.
A further potential unintended consequence is that the loss of businesses will lead to a decrease in Lewisham's recycling figures. National recycling targets are to achieve 50% by 2020.
A significant reduction in contracts would have an impact on the efficiency of collection crews.
Outline risks associated with proposal and mitigating actions:
Businesses cancelling their contract – Sales Team to speak to existing customers to highlight the advantages on staying with us for their waste collection. In addition, a review of customer satisfaction and commercial competitiveness will be under-taken within the first 12 months of the price increase being implemented.
Potential reduction in efficiency of collection crews managed by the Waste Team

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

4. Impact and risks of proposal

Increase in fly-tipping of business waste – increase in Enforcement processes/team to pursue businesses where evidence found of this.

Decrease in recycling targets- have to look at alternative initiatives to increase recycling

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	1,368	(2,353)	(985)	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Increase in commercial waste charges: £450k	150	300		450
Total	150	300		450
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High – if businesses stay with Council for their waste collections		

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
3		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive – if businesses stay on contract with the Council		

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

7. Impact on Corporate priorities

Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Low		

8. Ward impact

Geographical impact by ward:	No specific impact
	No specific impact
	If impacting one or more wards specifically – which?
	N/A

9. Service equalities impact

Expected impact on service equalities for users N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: No			No

10. Human Resources impact

Will this cuts proposal have an impact on employees: No	No
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11. Legal implications

State any specific legal implications relating to this proposal:
Under Section 47 of the EPA 90 A waste collection authority may, at the request of any person, supply him with receptacles for commercial or industrial waste which he has requested the authority to arrange to collect and shall make a reasonable charge for any receptacle supplied unless in the case of a receptacle for commercial waste the authority considers it appropriate not to make a charge.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
March 2019	Cuts implemented

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Increase Charge for the collection of Domestic Lumber from households
Reference:	CUS5
Directorate:	Customer Services
Head of Service:	Head of Environment
Service/Team area:	Cleansing
Cabinet portfolio:	Cabinet Member for Parks, Neighbourhoods and Transport
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Increase Charge for the collection of Domestic Lumber from households £30k	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The authority provides a collection service of bulky unwanted goods for a fee of £15 for three items.
Cuts proposal
An increase in the charge for the collection of domestic lumber from households in the borough from £15 to £20. This will be accompanied by an increase in service as residents will be able to have up to four items collected rather than just three. This effectively meaning that price per item remains the same
The £15 charge has been in place since the year 2000 and never been increased.
By increasing the charge by £5 (an increase of 33.3 percent) then there is the potential of increasing the revenue (currently approximately £100k per year) to £133k per year, based on current figures.
Current costs of providing service are £100k

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Increase in charges could lead to an increase in fly tipping and a loss of customers to commercial contractors and associated loss of income.
Outline risks associated with proposal and mitigating actions:
Some residents may find the increase in charges prohibitive and use other contractors or fly-tip – customer experience should be improved by an update of the council website and underlying IT system. This, in addition to the increase in the number of items that can be disposed of with a single payment (increased from three to four), should mitigate the increased charge.

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

4. Impact and risks of proposal

Increase in fly-tipping– increase in Enforcement to pursue residents where evidence found of this.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	97	(106)	(9)	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a)	30			30
b)				
c)				
d)				
Total	30			30
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D	N/A	A. Strengthening Community input
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	B. Sharing Services
Medium	N/A	C. Digitising our Services
		D. Income Generation
		E. Demand Management

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
3	N/A	1. Community leadership and empowerment
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	2. Young people's achievement and involvement
Negative	N/A	3. Clean, green and liveable
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	4. Safety, security and a visible presence
N/A	N/A	5. Strengthening the local economy
		6. Decent homes for all
		7. Protection of children
		8. Caring for adults and the older people
		9. Active, healthy citizens
		10. Inspiring efficiency, effectiveness and equity

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Specific Impact
	If impacting one or more wards specifically – which?
	Blackheath, Sydenham, Forest Hill

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
N/A			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
By virtue of The Controlled Waste Regulations 1992 and Section 45(3) of the EPA - the authority may recover a reasonable charge for the collection of domestic lumber from the person who made the request. Any charge must therefore be reasonable.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Bereavement Services increase income targets
Reference:	CUS6
Directorate:	Customer Services
Head of Service:	Head of Environment
Service/Team area:	Environment, Waste & Recycling, Air Quality, Parks & Open Spaces
Cabinet portfolio:	Cabinet Member for Parks, Neighbourhoods and Transport
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Reduction in cremation fees: £134k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Cremation fees are being reviewed.</p> <p>The authority provide burial and cremation services to the bereaved through our offices at Hither Green Crematorium, Verdant Lane. The cost of cremation and burial is typically just a small proportion of the total cost of a funeral provided by an undertaker.</p>
Cuts proposal
<p>The proposal is to reduce cremation fees from the current standard price of £703 to £650. By reducing the cost of cremations fees to the bereaved, as an authority we are recognising that we should limit the financial burden of a funeral for our residents.</p> <p>There has been a recent reduction in in the proportion of cremations taking place at Lewisham, this may be due to price increases and local competition over the past decade.</p> <p>An increase in the number of cremations of 16.5% (203 extra PA) would deliver slightly more income than a 7.5% increase in cremation fees (assuming such a high fee increase did not result in a further reduction in the overall number of cremations).</p> <p>An increase in the number of cremations is likely to lead to additional income in associated memorial purchases.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
<p>A reduction in cremation charges might not lead to an increase in the number of overall cremations. However, a reduction in fees is likely to enhance our reputation, assist our residents and establish how sensitive to price increases our cremation service actually is. This would be a more useful risk to take than a further substantial price increase in cremation costs.</p> <p>Cremation charges have increased by over 122% since 2006, an increase of 15%</p>

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

4. Impact and risks of proposal

over two years would take that figure to over 155%.

This service competes with other neighbouring facilities, a large price increase could reduce overall business and income.

Current Resident Comparative Prices with neighbouring boroughs

Borough	Standard Cremation
Lewisham	£703
Southwark	£748
Greenwich	£687
Bromley	£1,070*

* Bromley Council do not operate their own crematorium. Dignity Funerals privately run Beckenham

Outline risks associated with proposal and mitigating actions:

A review of our cremation service will be reviewed within the first 12 months of the fee decrease being implemented, to insure that in addition to being competitively priced, the authority is also providing a high quality service to the bereaved.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	458	(1,013)	(555)	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Reduction in cremation fees	67	67		134
Total	67	67		134
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
E		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities

**APPENDIX 3
CUSTOMER SERVICES PROPOSALS**

7. Impact on Corporate priorities		
		1. Community leadership and empowerment
10		2. Young people's achievement and involvement
		3. Clean, green and liveable
		4. Safety, security and a visible presence
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	5. Strengthening the local economy
Positive		6. Decent homes for all
		7. Protection of children
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	8. Caring for adults and the older people
Low		9. Active, healthy citizens
		10. Inspiring efficiency, effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?
	N/A

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
Section 9 of the Cremation Act 1902 empowers the Council as burial authority to “demand payment of charges or fees, for the burning of human remains in any crematorium provided by them ...” No Regulations or guidance on the calculation of the fee have been published and the amount of the fee is therefore a matter for the Council to determine.

12. Summary timetable
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff),

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12. Summary timetable	
decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Reduce sweeping frequency to residential roads to fortnightly.
Reference:	CUS7
Directorate:	Customer Services
Head of Service:	Head of Environment
Service/Team area:	Cleansing
Cabinet portfolio:	Cabinet Member for Parks, Neighbourhoods and Transport
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Reduce sweeping frequency to residential roads to fortnightly £823k	Yes	Yes	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Residential streets are currently swept at least once per week. This is being reviewed as staff costs are the single biggest cost to Environmental Services. Very regrettably, it is not possible to make the levels of cuts required without considering redundancies.
Cuts proposal
Reduce sweeping frequencies to all residential roads within the borough to a minimum frequency of once a fortnight.
Currently residential roads are swept a minimum of once a week. This proposal would reduce frequencies to once a fortnight for all residential roads, however, all main sweeping areas on beats where there are small shopping parades will still be swept daily (Monday to Friday).
Reducing residential street sweeping to once per fortnight would require a full reorganisation of every street sweeping beat across the borough.
These cuts would affect a number full time street sweeping staff. The savings could not be achieved by just reducing the number of agency staff we currently have covering vacant posts. This cut would lead to a loss of approximately 12 full time staff posts and approximately 18 agency staff.
Consultation would also need to take place with full time Street Sweeping staff as their new sweeping beats would be increased in size and some would have to be moved to other areas of the borough.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
These proposals will have a detrimental impact on the standards of street-cleaning to all residential roads across the whole of the borough.
There would be a heavier build-up and accumulation of litter and detritus to all areas

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

4. Impact and risks of proposal

and cleanliness standards would be reduced.

The council's ability to comply with the legal standards contained within the Environmental Protection Act 1990 would become increasingly difficult.

There might be an increase in complaints from residents and members of the public.

Outline risks associated with proposal and mitigating actions:

Three small mechanical sweeping machines would be leased to ensure we could deliver new service in the new areas as effectively and efficiently for residents.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	5,738	(340)	5,398	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Reduce sweeping frequency to residential roads to fortnightly	-	823	-	823
Total				
% of Net Budget	%	15%	%	15%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
N/A		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
N/A		

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
3		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence
Impact on main	Impact on second	

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7. Impact on Corporate priorities		
priority – Positive / Neutral / Negative	priority – Positive / Neutral / Negative	5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Negative		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?
	All Wards in Borough

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			TBC

10. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					

11. Legal implications
State any specific legal implications relating to this proposal:
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

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

11. Legal implications

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 of practice. The guidance is provided as a practical guide to the discharge of the duty, but it remains the case that what is appropriate in a particular instance is for the Court to agree. 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.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Close the four remaining automated public toilets within the Borough
Reference:	CUS8
Directorate:	Customer Services
Head of Service:	Head of Environment
Service/Team area:	Cleansing
Cabinet portfolio:	Cabinet Member for Parks, Neighbourhoods and Transport
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Close Automated Toilets £92k	Yes	Consultation took place on previous closures prior to setting up current Community Toilet Scheme in borough	No

3. Description of service area and proposal	
Description of the service area (functions and activities) being reviewed:	
There are four automated public toilets in the borough at Sydenham x 1, Blackheath x2 and Forest Hill x 1. This service is provided at an annual cost to the authority of £100,000 per year	
Cuts proposal	
Close the four remaining Automatic Public Toilets	

4. Impact and risks of proposal	
Outline impact to service users, partners, other Council services and staff:	
There will be no 24hr free accessible toilets left within borough.	
Outline risks associated with proposal and mitigating actions:	
An increase in street urination and defecation.	
Community Services have set up a Community Toilet Scheme within the borough. This does not however provide a 24 hour service to residents like the automated toilets do. Public toilets are also provided to residents and members of the public within the borough's parks.	

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	92		92	
HRA				
DSG				

**APPENDIX 3
CUSTOMER SERVICES PROPOSALS**

5. Financial information				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Close Automated Toilets	92			92
Total				
% of Net Budget	100%	%	%	100%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
A		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 11. Community leadership and empowerment 12. Young people's achievement and involvement 13. Clean, green and liveable 14. Safety, security and a visible presence 15. Strengthening the local economy 16. Decent homes for all 17. Protection of children 18. Caring for adults and the older people 19. Active, healthy citizens 20. Inspiring efficiency, effectiveness and equity
3	N/A	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	N/A	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	N/A	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Yes
	If impacting one or more wards specifically – which?
	Blackheath, Sydenham, Forest Hill

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	

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8. Ward impact			
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
N/A			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
<p>The provision and maintenance of public toilets in public places is at the discretion of local authorities who have a power under section 87 of the Public Health Act 1936 to provide public conveniences, but no duty to do so. The decision as to whether or not to provide facilities and the extent of the provision provided is determined by each authority and balanced against other local service demands.</p>	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

USAGE FIGURES OF TOILETS ARE ON NEXT PAGE

**APPENDIX 3
CUSTOMER SERVICES PROPOSALS**

Usage Figures of the 4 Public Toilets situated on the Public highway from July 2017 – June 2018

The figures are based on the number of times the automated doors are opened and closed, this is the only way figures are gathered so they cannot be fully accurate on the actual number of times used.

APC = Automated Public Toilet

DPC = Disabled Public Toilet

	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Totals
Blackheath Grove DPC	0	204	253	140	183	102	0	252	99	121	144	219	1,717
Blackheath Grove APC	1,111	1,088	962	1,101	652	840	0	1,641	1,001	1,020	1,079	1,244	11,739
Forest Hill APC / DPC Combined	1,243	975	902	1,285	1,151	1,011	1,123	861	814	1,070	981	1,264	12,680
Sydenham APC / DPC Combined	547	449	916	1,435	1,383	1,264	909	900	1,389	1,039	45	11	10,287

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Cost reductions in homelessness provision – income generation and net budget reductions
Reference:	CUS9
Directorate:	Customer Services
Head of Service:	Head of Strategic Housing
Service/Team area:	Strategic Housing
Cabinet portfolio:	Cabinet member for Housing
Scrutiny Ctte(s):	Housing Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) To generate new income through the construction of new alternatives to nightly paid temporary accommodation: £460k	No	No	No
b) To reduce the net budget for Nightly Paid Temporary Accommodation, as new permanent homes become available: £641k	Yes	No	No

3. Description of service area and proposal
<p>Description of the service area (functions and activities) being reviewed:</p> <p>The Council accommodates more than 2,000 homeless households in temporary accommodation of all kinds, of which 570 households are in “nightly paid” accommodation which is the most expensive and poorest form.</p> <p>The Strategic Housing Division’s strategy is to drive down the use of this form of accommodation, by continuing to focus on homelessness prevention, and where cases are in need of emergency housing, to provide better and cheaper alternatives to be obtained by both building and buying new homes.</p> <p>The current net budget for providing emergency nightly paid accommodation, which cannot be recovered from rents or from Government funding, is £2.8m. The current income budget from alternatives to nightly paid accommodation that have already been delivered, such as PLACE Ladywell and Hamilton Lodge is £370k.</p> <p>Diverting households away from nightly paid accommodation will generate a saving on the £2.8m budget, and providing income generating alternatives will provide additional income to grow the £370k budget.</p> <p>The strategy from the Strategic Housing Division is therefore to pursue both routes to achieve its required budget reduction, and this is therefore one of two linked proposals in that regard.</p>

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

3. Description of service area and proposal

Cuts proposal

Proposal A: income generation

It is proposed that the Council invests in further developments such as PLACE/Ladywell which, as well as providing better accommodation for our homeless households, also generate a net financial return to the Council. PLACE/Ladywell, for instance, generates £220k pa which has already been taken as a saving in previous budget setting rounds.

Mayor & Cabinet has already approved the delivery of a successor to PLACE/Ladywell on Edward Street in Deptford. This project will deliver 34 new two-bed and three-bed homes for homeless families, alongside ground floor non-housing uses which at present are expected to include a community nursery among other uses. The project is awaiting a Planning decision and will start on site in 2019.

Four further temporary accommodation projects are at an early stage of development and are expected to be presented to Mayor & Cabinet in the autumn of 2018 for further consideration, approval and budget setting. In total, these five projects are expected to deliver at least 90 new purpose-built homes as alternatives to nightly paid accommodation, and to generate a net income to the Council of £460k pa when they are complete. This is considered to be a reasonable and prudent estimate of the level of income that may be generated.

In addition to the net income to the Housing division from these proposals, one of the potential projects also includes provision for adults with learning disabilities which has the potential to drive cost savings to the Adult Social Care budget of up to £310k.

Proposal B: net budget reductions

There are currently more than 575 households in nightly paid (NP) temporary accommodation at a net cost to the Council of £2.8m pa. This expenditure cannot be reclaimed through rents or from Central Government. It is therefore a cost to the general fund incurred due to a lack of alternatives to nightly paid for people in emergency housing need.

In addition to generating income by building and owning alternative housing provision that makes a net income, the strategy for the Housing Division is also to drive down the number of households in NP overall.

This aim is expected to be achieved in the following ways:

- By building on the success of the Lewisham Homes property acquisition programme by reviewing options for, and then implementing, a further programme to obtain properties for homeless households as alternatives to TA
- By continuing the focus of the Housing Needs team on preventing homelessness, which has seen the number of homeless acceptances fall by 17 per cent from 726 in 16/17 to 602 in 17/18
- Through the delivery of a large proportion of the 500 Council homes which were approved before March 2018 and which are now at the delivery stage. This programme of projects which now nearly all have planning consent will deliver 410 social housing completions over the coming three years.
- Through the delivery of Council-developed purpose-built alternatives to NP contained in Proposal A.

In total, these measures are predicted to reduce the NP usage level by approximately

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

3. Description of service area and proposal

110 to 130 placements, which is equivalent to a cost reduction of £641k profiled as £405k in 19/20 and £236k in 20/21.

In addition, and in particular through a potential extension of the property acquisition programme, it is expected that this approach could target the highest cost NRPF cases and drive a further reduction of £500k in that budget, which is not held in Housing and as such is a potential wider Council benefit from this approach.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

The provision of additional accommodation, which is of a better standard than nightly paid temporary accommodation provides positive benefits to the homeless families who are allocated to it. It enables them to stay locally rather than move away from Lewisham, breaking social and employment links. It also enables them to be housed in stable accommodation while they await permanent social housing, rather than being required to move on a number of occasions.

The proposals benefit the Council's housing division on that they provide further alternatives to nightly paid, which help strategically with the discharge of the Council's statutory housing duties and help financially with the costs of not having sufficient options to meet needs.

The proposals also potentially benefit the Adult Care Service, in that they include provision of six homes for adults with learning disabilities which have the capacity to drive a cost saving of around £310k, and the Children's Services Directorate, in that they have the capacity to drive NRPF cost savings of around £500k.

Outline risks associated with proposal and mitigating actions:

The main risk to the income generation strand is that the projects in scope either cannot be delivered at all, or are delayed. Of the five projects, one is fully funded and planning consent is expected in the autumn of 2018, at which point it will be fully deliverable. Three further schemes are at a more advanced stage, with consultants being appointed at present and further details and consultation expected in the autumn. The fifth scheme has yet to commence.

As such, there are risks in relation to consultation, planning and construction which may delay or entirely remove the capacity to generate income on some of these projects.

These risks can be mitigated as follows:

- By using cautious assumptions around income per scheme and around delivery programme, which has been done
- By continuously seeking to build on this programme, so that alternative substitute sites can be used if any of these prove undeliverable
- By continuing to grow the operational and delivery capacity of the Council and Lewisham Homes as its development partner
- By maintaining close management focus on the delivery of these projects, managing risks and addressing issues at pace.

The main risks to the cost reduction element are similar to the above, in that to a large part these reductions are dependent on driving up the pace of new housing delivery.

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

4. Impact and risks of proposal

Additional risks however include the continuing crisis of housing affordability, which means demand is likely to remain high over the coming period, and the impacts of the Homelessness Reduction Act which widens the group of residents to whom the Council potentially has a duty.

The mitigation for these risks again is mainly close management focus on performance and delivery, and the continuous drive towards both greater prevention of homelessness and towards a much higher supply of social housing.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	28,700	(23,200)	5,500	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) To generate new income through the construction of new alternatives to nightly paid temporary accommodation		460		460
b) To reduce the net budget for Nightly Paid Temporary Accommodation, as new permanent homes become available	405	236		641
Total	405	696		1,101
% of Net Budget	7.4%	12.7%	%	20.0%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	Yes
If DSG, HRA, Health impact describe:				May potentially drive ASC cost savings.

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
E	D	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
6	10	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	High	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	High	Pregnancy / Maternity:	Medium
Gender:	High	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	Medium	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	Medium
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>There are <u>positive</u> impacts for the selected protected groups. These groups have been shown to be more commonly service users of the service in question and therefore, as the proposals are to provide more and better alternatives for these services users, locally to Lewisham, they are potentially positively impacted as a result.</p>			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Invest to save – create revenues protection team
Reference:	CUS10
Directorate:	Customer Services
Head of Service:	Head of Public services
Service/Team area:	Revenues
Cabinet portfolio:	Cabinet Member for Finance, Skills and Jobs
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Invest to save – improve debt collection (collection fund): £1.2m	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Revenues Service administers and collects Council Tax, Business Rates, HB overpayment recovery, sundry debt and processes all financial transactions.
Cuts proposal
In 2017/18, the Council carried out a Council Tax Single Person Discount review and raised approximately £1.1m of additional ongoing revenue. The cost of the data matching and analytics was £120K plus internal resource. By 31/3/2018, the Council had collected £800K of this additional revenue. The Council made a £500K saving as a result of this work.
The proposal is to use this saving to invest to create greater savings by the creation of a Revenues Protection Team. The programme of work will initially constitute the following but may be broadened where opportunities arise. All estimates of revenue raised are indicative only: <ul style="list-style-type: none"> • Backdate single person discount review of 17/18 to date of discount award (c. £500K) • Further single person discount review (c. £400K) • Empty Property review (c £50K + new homes bonus) • Concessionary awards review (c. £250k) <p>Total gross revenue raised = c. £1.2m.</p>
The approx. data matching costs are 12% subject to supplier chosen (£144K). The Revenue Protection Team cost (to bill, collect, enforce and deal with all enquiries court action etc. 5 x S01 + 1 x PO3) £250K pa. Total cost £394K. Net saving in year 1 = £806K plus additional £394K in future years.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
There is no negative impact on service users, partners and staff.

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

4. Impact and risks of proposal

Outline risks associated with proposal and mitigating actions:

There is a risk that the investment will not result in the projected return. However, the projections are based on the experience of other boroughs. If the targets are not being met, the project will be closed down.

There is a risk that the revenue protection work will be perceived negatively. The team will work with the Communications to ensure this is managed.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Improve debt collection	806	394		1,200
Total	806	394		1,200
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D		A. Strengthening Community input
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	B. Sharing Services
High		C. Digitising our Services
		D. Income Generation
		E. Demand Management

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
10		1. Community leadership and empowerment
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	2. Young people's achievement and involvement
Positive		3. Clean, green and liveable
Level of impact on main priority –	Level of impact on second priority –	4. Safety, security and a visible presence
		5. Strengthening the local economy
		6. Decent homes for all
		7. Protection of children
		8. Caring for adults and the older

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

7. Impact on Corporate priorities		
High / Medium / Low	High / Medium / Low	people
High		9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	n/a	Pregnancy / Maternity:	n/a
Gender:	n/a	Marriage & Civil Partnerships:	n/a
Age:	n/a	Sexual orientation:	n/a
Disability:	n/a	Gender reassignment:	n/a
Religion / Belief:	n/a	Overall:	n/a
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No
Workforce profile:	

11. Legal implications
State any specific legal implications relating to this proposal:
The creation of a revenues protection team to enhance debt collection is consistent with Council's fiduciary duty.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
March 2019	Cuts implemented

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Process automation in Revenues and Benefits
Reference:	CUS11
Directorate:	Customer Services
Head of Service:	Head of Public Services
Service/Team area:	Revenues
Cabinet portfolio:	Cabinet Member for Finance, Skills and Jobs
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Invest to save – use of automated processing: £250k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Revenues Service administers and collects Council Tax, Business Rates, HB overpayments, sundry debt and processes all financial transactions. The Benefits Service administers Housing Benefit, Council Tax Reduction, adult social care financial assessments and concessionary awards.
Cuts proposal
The Revenues and Benefits service recently updated its on line forms in preparation for the implementation of automated processing of new claims and changes for Housing Benefit and for Council Tax discounts, moves and direct debit set up. The use of automated processing is new and will require investment in technology and staff to support it.
If successful, the Council could further improve the speed of processing and reduce costs. Investment could lead to other processes being identified for automation but these are not included in costs or savings.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
There is no negative impact on service users and partners. There will be an impact on staff as the number needed for processing will reduce but there will be a lower number of new roles needed to oversee and manage the automation.
Outline risks associated with proposal and mitigating actions:
There is a risk that the investment will not result in the projected return. The technology is new and has not been widely applied in this area before. To mitigate this the project team will review services where this technology has already been deployed to learn from their experience and reduce the risks.

5. Financial information

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,590	(2,861)	1,729	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Use of automated processing		250		250
Total		250		250
% of Net Budget	%	14%	%	14%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
C		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
10		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High		

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?
9. Service equalities impact	

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

8. Ward impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	n/a	Pregnancy / Maternity:	n/a
Gender:	n/a	Marriage & Civil Partnerships:	n/a
Age:	n/a	Sexual orientation:	n/a
Disability:	n/a	Gender reassignment:	n/a
Religion / Belief:	n/a	Overall:	n/a
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	11				
Sc 6 – SO2	60				
PO1 – PO5	21				
PO6 – PO8					
SMG 1 – 3	1				
JNC					
Total					

11. Legal implications
State any specific legal implications relating to this proposal:
The introduction of automated processing will have to comply with the provisions of the GDPR and the Data Protection Act 2018. Advice will need to be sought from Legal Services and the DPO before implementation to ensure compliance. General staffing implications will apply

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
February 2019	Transition work ongoing and budget set
March 2020	Cuts implemented

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Invest to save – improve Housing Benefit overpayment recovery
Reference:	CUS12
Directorate:	Customer Services
Head of Service:	Head of Public Services
Service/Team area:	Revenues
Cabinet portfolio:	Cabinet Member for Finance, Skills and Jobs
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Invest to save – improve HB debt collection: £480k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Revenues Service administers and collects Council Tax, Business Rates, HB overpayment recovery, sundry debt and processes all financial transactions.
Cuts proposal
The Council is implementing a new debt collection system (Ash) which will improve management information and automate some of the recovery processes leading to faster/better recovery. The new system is being implemented with new procedures and a new approach to debt management. The new arrangements will lead to improved collection rates and a reduction in requirement for Bad Debt Provision.
This invest to save proposes increasing the number of staff working on HB overpayments to improve collection before the transfer of Housing Benefit to Universal Credit commences for existing cases. Case studies elsewhere suggest a return on investment of 3:1. The performance of the additional ‘team’ will be closely monitored to ensure they are on target and the first 6 months will be considered a proof of concept.
The saving is a one off but for each of the years the ‘invest to save’ is made.
It is estimated that 6 additional officers at £40k p.a. would give a net return of £480K p.a. for at least the next 2 years but at some point the return will reduce and need review.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
There is no negative impact on service users, partners and staff. There is a small chance the Benefit Service will see an increase in enquiries.

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

4. Impact and risks of proposal

Outline risks associated with proposal and mitigating actions:

There is a risk that the investment will not result in the projected return. The new Ash system will provide comprehensive performance reports which will be closely monitored and action taken where collection is off target. The first 6 months are a proof of concept to ensure the project is viable.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	213,100	213,100	-	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Improve HB debt collection	480			480
Total	480			480
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes			

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D		A. Strengthening Community input
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	B. Sharing Services
High		C. Digitising our Services
		D. Income Generation
		E. Demand Management

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
10		11. Community leadership and empowerment
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	12. Young people's achievement and involvement
Positive		13. Clean, green and liveable
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	14. Safety, security and a visible presence
High		15. Strengthening the local economy
		16. Decent homes for all
		17. Protection of children
		18. Caring for adults and the older people
		19. Active, healthy citizens
		20. Inspiring efficiency,

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

7. Impact on Corporate priorities		
		effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	n/a	Pregnancy / Maternity:	n/a
Gender:	n/a	Marriage & Civil Partnerships:	n/a
Age:	n/a	Sexual orientation:	n/a
Disability:	n/a	Gender reassignment:	n/a
Religion / Belief:	n/a	Overall:	n/a
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No
Workforce profile:	

11. Legal implications
State any specific legal implications relating to this proposal:
Measures to enhance debt recovery are consistent with the Council's fiduciary duty

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Invest to save – improve sundry debt collection
Reference:	CUS13
Directorate:	Customer Services
Head of Service:	Head of Public Services
Service/Team area:	Revenues
Cabinet portfolio:	Cabinet Member for Finance, Skills and Jobs
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Invest to save – improve sundry debt collection: £480k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Revenues Service administers and collects Council Tax, Business Rates, HB overpayments, sundry debt and processes all financial transactions.
Cuts proposal
The Council is implementing a new debt collection system (Ash) which will improve management information and automate some of the recovery processes leading to faster/better recovery. The new system is being implemented with new procedures and a new approach to debt management. The new arrangements will lead to improved collection rates and a reduction in requirement for Bad Debt Provision.
This invest to save proposes increasing the number of staff working on sundry debt following the implementation of Ash to improve collection rates. No data is available on potential return on investment so it is proposed a proof of concept project is undertaken for a 6 month period on all sundry debt collection to demonstrate a business case for further investment.
This saving is based on a 'return on investment' of 3:1.
The performance of the additional 'team' will be closely monitored to ensure they are on target and the first 6 months will be considered a proof of concept. It is estimated that 6 additional officers at £40k p.a. would give a net return of £480K p.a. This would need to be reviewed in future years subject to performance and arrears.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
There is no negative impact on service users, partners and staff. There is a small chance Council services that raise charges may see an increase in enquiries.

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

4. Impact and risks of proposal

Outline risks associated with proposal and mitigating actions:

There is a risk that the investment will not result in the projected return. The new Ash system will provide comprehensive performance reports which will be closely monitored and action taken where collection is off target. The first 6 months are a proof of concept to ensure the project is viable.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	259	(46)	213	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Improve sundry debt collection		480		480
Total		480		480
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes			

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High		

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
10		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High		

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	n/a	Pregnancy / Maternity:	n/a
Gender:	n/a	Marriage & Civil Partnerships:	n/a
Age:	n/a	Sexual orientation:	n/a
Disability:	n/a	Gender reassignment:	n/a
Religion / Belief:	n/a	Overall:	n/a
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
Measures to enhance debt recovery are consistent with the Council's fiduciary duty

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2020	Cuts implemented

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

1. Cuts proposal	
Proposal title:	Parking Service – revenue review
Reference:	CUS14
Directorate:	Customer Services
Head of Service:	Head of Public Services
Service/Team area:	Revenues
Cabinet portfolio:	Cabinet Member for Parks, Neighbourhoods and Transport
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Parking Service revenue review: £500k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Parking Service is responsible for the management of the Council's parking arrangements on street, in controlled parking zones and in car parks. The service is delivered via a contract with NSL Ltd.
Cuts proposal
The demand for parking across the borough continues to increase and as a consequence so does the requirement for controlled parking zones which are continuing to increase in numbers. This is resulting in increased permit sales and increased enforcement action. A review of the budget has identified that the service is able to offer up £500K income.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
There is no negative impact on service users, partners and staff.
Outline risks associated with proposal and mitigating actions:
There is a risk that over time the budgeted income may change. Performance of this aspect will be monitored closely.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	2,304	(7,621)	-(5,317)	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Parking Service	500			500

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

5. Financial information				
revenue review				
Total	500			500
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes			

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
D		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
4		
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High		

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact as parking controls exist across the borough
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	n/a	Pregnancy / Maternity:	n/a
Gender:	n/a	Marriage & Civil Partnerships:	n/a
Age:	n/a	Sexual orientation:	n/a
Disability:	n/a	Gender reassignment:	n/a
Religion / Belief:	n/a	Overall:	n/a

APPENDIX 3 CUSTOMER SERVICES PROPOSALS

9. Service equalities impact

For any High impact service equality areas please explain why and what mitigations are proposed:

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Is a full service equalities impact assessment required: Yes / No	No
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10. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No	No
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11. Legal implications

State any specific legal implications relating to this proposal:

None

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
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September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

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**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

1. Cuts proposal	
Proposal title:	Benefits Realisation of Oracle Cloud
Reference:	RES1
Directorate:	Resources and Regeneration
Head of Service:	Head of Financial Services
Service/Team area:	Financial Services Division
Cabinet portfolio:	Cabinet Member for Finance, Skills and Jobs
Scrutiny Ctte(s):	Public Accounts Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Oracle Cloud benefits realisation £350k	No	No	Yes for 20/21

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Following the implementation of a fully integrated enterprise, resource planning (ERP) solution for HR, finance, procurement and payroll, it is anticipated that moving to full deployment of employee self-service will lessen the need for much of the transactional activity which currently takes place in the various finance teams (financial services, accounts payable, payroll etc.). This will put the onus more onto the business, but once officers are provided with the right tools, effectively trained in their use and provided with appropriate support, it is expected that Oracle Cloud will help facilitate practices that are more efficient. To achieve this, the re-shaping of a number of teams in the financial services area will be necessary.</p>
Cuts proposal
<p>The proportion which has been attributed to Financial Services is to target at a savings level of 15% would equate to some £440k on the Financial Services net budget which is just under £3m in 2018/19. This target can only be achieved in the context of ensuring that the council continues to meet its financial statutory obligations for these years and beyond.</p> <p>In order to deliver further savings of this magnitude whilst considering the context of those savings already delivered, would be hugely difficult, but remains possible. In comparison to other London Boroughs of this size, Lewisham already had a significantly leaner finance operation, by some distance. To deliver any further savings (in addition to those which have already been committed to 2018/19, and in the process of being delivered) it would be necessary to have a further in-depth review of the council's finance function in terms of how the staff teams are arranged and specific duties they are required to undertake and in the context of the introduction and full adoption of Oracle Cloud. This will be done, and is the second part of this two stage cuts proposal. To do this however would require an investment over and above the resources already committed to the Oracle Cloud Programme.</p> <p>By continuing to make reductions as we have done traditionally, then cuts of this order will have a significant impact on the council's ability to achieve its statutory obligations, the most fundamental one of which is to close the annual accounts and achieve a clean audit opinion at the end of that process. The council would be at significant risk of not being able to meet obligations. Cuts of this magnitude will inevitably lead to a greater reliance on managers and budget-holders being more self-</p>

APPENDIX 4 RESOURCES AND REGENERATION PROPOSALS

3. Description of service area and proposal

servicing and better able to monitor and manage the budgets which fall within their areas of responsibility. This however is where the Oracle Cloud solution would facilitate this practice. The aspiration is to move the function more towards that advisory type position, but it will take time to get there. For all of this to be achieved successfully, officers will need to ensure that our systems capability is fit for purpose.

Currently, our systems are not effective enough to enable that, although much work is being done to improve the IT infrastructure and systems in the council. For this reason, some investment would be needed up front to put towards staff training for various aspects of financial responsibility. A once-off training and change management resources of £250k would need to be identified on a spend-to-save basis in the first instance. This will enable a small proportion of the cuts required to be delivered in 2019/20, some £90k, with the majority of the savings of £350k (through restructure and re-organisation) to come through in 2020/21. An assessment of how achievable the second year cut of £350k is, would need to be undertaken in the autumn of 2019.

The decision to integrate finance, procurement, HR and payroll through the development and implementation of an integrated Enterprise Resources Planning (ERP) solution, is a significant move and will serve as main enabler to deliver these cuts. However, it will require the organisation to understand the solution and for existing business process to change sufficiently to adopt the new solution. The strategic vision is to deliver a solution which enables joined up information, processes and decision making. Amongst the most important element of business change, which financial services want to assist with, is encouraging business managers to take an enterprise view, by providing them with properly joined up information and a single entry point to initiate actions, rather than the separate ones for Finance, HR etc.

Many processes (like the staff joiners, movers and leavers processes) require managers to ensure information is set up correctly in both HR, Finance and payroll. This needs to be done as simply and efficiently as possible, ideally without managers and corporate services staff having to manually ensure the information is correct across many systems. Similarly, extracting information from HR, Payroll and Finance systems for planning, monitoring and bidding purposes needs to be as simple and as accurate as possible. Core elements of the ERP solution went 'live May 2018.

As a finance function, any re-shaping of the division will need to provide due consideration to: strengthening the schools Finance Team to support schools much more; provide appropriate coverage to social care and other complex budgetary areas, children's, adults etc., and strengthen financial accounting and control, but less financial accounting and more forward thinking management accounting. E.g. Financial modelling, financial analysis, options appraisals etc.

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:

Some routine finance responsibilities such as making statutory government returns (NNDR, Section 251, CTB, RA and RO forms etc.) could continue to be affected with such a significant reduction to an already lean finance staffing structure. Unless the finance function is deemed fully 'business ready' by April 2019 when the full Oracle suite is expected have gone live, then there would be major risks of taking any more money out of the function. With the review of the structure and the implementation of the ERP solution underway, with some risk, revenue budget savings of £90k in

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

4. Impact and risks of proposal	
2019/20 and £350k in 2020/21 could be achieved.	
Outline risks associated with proposal and mitigating actions:	
As above	

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,488	(1,472)	3,016	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Oracle Cloud benefits realisation	90	350	0	440
Total	90	350	0	440
% of Net Budget	3%	12%	0%	15%
Invest to save required	(250)			(250)
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
C	B	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
10		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

7. Impact on Corporate priorities		
Medium		10. Inspiring efficiency, effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	N/A
	If impacting one or more wards specifically – which?
	N/A

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Not applicable			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					Not applicable at this stage
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					

11. Legal implications
State any specific legal implications relating to this proposal:
There will be general staffing implications if any reorganisation is to be implemented. Information security issues will need to comply with GDPR and Data protection Act 2018

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing Commence the reorganisation of the finance functions to
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

1. Cuts proposal	
Proposal title:	Legal fees increase
Reference:	RES2
Directorate:	Resources & Regeneration
Head of Service:	Head of Law
Service/Team area:	Legal
Cabinet portfolio:	Democracy, Refugees & Accountability
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Increase fees £50k	No	No	No
b) Systems Overview £32k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Legal Services carries out a number of legal tasks for the Council, including advice, representation and transactions.
Cuts proposal
This proposal suggests a number of increases in charges to 3 rd parties (e.g. the Section 106 agreements, charges on receipt of notices of transfer, Right To Buy). An increase of 15% should increase income by approximately £50k.
The second part of this proposal anticipates savings in year 2 from a result of a Council wide review of IT support which should produce savings of £32k in Legal Services

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The increase in charges will be the responsibility of 3 rd parties, individuals, developers and organisations.
It is not known whether the review of IT support would have implications for staff at this stage.
Outline risks associated with proposal and mitigating actions:
Demand for the Council's legal input reduces so income target not met.
The review of IT support is not completed in time.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	2,180	(330)	1,850	

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

5. Financial information				
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a)	50	32		82
Total				
% of Net Budget	3%	2%	%	5%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes			

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
D	C	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
10		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil	

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

9. Service equalities impact			
		Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
An EAA would be conducted if any staffing implications arise from the review of IT. Outcome of review will determine whether any staff impact.			
Is a full service equalities impact assessment required: Yes / No			Not by increasing income

10. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					TBC
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					

11. Legal implications
State any specific legal implications relating to this proposal:
There are no specific legal implications. Legal Services only charges where this is power to do so.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

1. Cuts proposal	
Proposal title:	Executive Office – Administrative Support Staff Reduction
Reference:	RES3
Directorate:	Resources & Regeneration
Head of Service:	Head of Corporate Policy & Governance
Service/Team area:	Executive Office (Secretariat/Personal Assistants)
Cabinet portfolio:	Cabinet Member for Democracy, Refugees & Accountability
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Salaries budget cut – staff reductions £104k	No	No	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>This service provides secretariat and administrative support to the Executive Management Team (EMT), Heads of Service and support to service managers in the Children & Young People’s Directorate.</p> <p>The business of all four Directorate Management Teams (DMT) is co-ordinated from this office. The work includes diary management, liaison with third parties on behalf of senior officers and co-ordination of a range of administrative tasks to support the delivery of reports and answering of questions for Council, Mayor & Cabinet, Scrutiny Committees and regulatory committees.</p> <p>As a consequence of earlier cuts in senior strategic lead officers, some directorates have become more reliant on this secretariat for activities not originally ascribed to the service. This secretariat has absorbed this work on an already reduced number of staff. This work has included representing directorates at Agenda Planning (for the co-ordination of committee reports), administering risk registers, business continuity plans and health & safety documentation and reporting.</p>
Cuts proposal
<p>The service salaries budget, at £669k, makes up 97% of the function (£22k operational budget). Cuts in this area will again impact on the salaries budget and staff numbers. A £104k cut (15% of the overall budget) would, subject to consultation, mean the loss of up to 2.5-3 posts.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
<p>Subject to staff consultations, the impact would be to reduce staff numbers with the potential for redundancy costs.</p> <p>The team has, on an already significantly reduced budget, absorbed a significant array of new duties. As the number of Heads of Service have reduced, more activities have been displaced into the Executive Support Office. In some areas, this includes management of directorate risk registers and business continuity plans. This also includes the highly pressured and time consuming task of coordinating directorate</p>

APPENDIX 4 RESOURCES AND REGENERATION PROPOSALS

4. Impact and risks of proposal

papers for committee. This work is already an area of acute pressure, with big risks for failure. The wider range of commitments absorbed so far into the service could not be sustained under any further cuts proposals. Alternative management arrangements would need to be made prior to the implementation of any such cuts hence the need to plan for such a change on a phased basis.

The current ratio of 1-1 PA support to Executive Directors and 1-4 Heads of Service would have to be reviewed. This already represents significant reduction from a time when most Heads of Service had more regular access to a PA. The fact that the team also provide support to the CYP service managers would also have to be reviewed.

Further staffing changes would have to be consulted upon but the PA to senior management ratios would have to deteriorate yet further on any reduction in the number of staff effected by this cuts proposal. There is a certain level, at which reputational damage follows, if Senior Managers cannot keep up with routine demands, some of which have been mediated to date, in part, by the administrative and secretariat capacity that rests in the Executive Support function.

Outline risks associated with proposal and mitigating actions:

Decisions need to be made for the reallocation of work that has to date been absorbed into the Executive Support Office as a consequence of the reduction in the number of strategic Heads of Service in previous years. This is particularly the case in relation to management of risk registers, business continuity plans and committee papers.

A decision might also have to be made to restrict the service to a fewer number of senior managers to sustain a satisfactorily level of support to those senior managers to be prioritised.

A phased implementation could allow for alternative arrangements, for some business critical activities like committee paper co-ordination, risk registers and business continuity plans to be reorganised at directorate level to take back more of these duties.

5. Financial information				
Controllable budget:	Spend £'000	Income £'000	Net Budget £'000	
General Fund (GF)	690		690	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Staff reductions		104		104
Total		104		
% of Net Budget	%	15%	%	15%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes			

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6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
E		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
10	10	1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

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10. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2	9	9	9		
PO1 – PO5	6	6	6		
PO6 – PO8					
SMG 1 – 3					
JNC					
Total	15	15	15		

11. Legal implications
State any specific legal implications relating to this proposal:
A staff consultation paper would be required to be produced for any consideration of a downsizing or restructuring of staff support to the service to effect savings of up to £104k. Redundancies may arise.
The equalities impact will need to be fully evaluated as part of a staff consultation process and subsequent outcome of such consultation.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
Post March 2019	Preparations for appropriate staff consultations

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

1. Cuts proposal	
Proposal title:	Policy, Service Design and Intelligence – Reduction on staffing
Reference:	RES4
Directorate:	Resources & Regeneration
Head of Service:	Head of Corporate Policy & Governance, Policy & Partnership
Service/Team area:	Policy & Governance/Policy, Service Design and Intelligence
Cabinet portfolio:	Cabinet Member for Democracy, Refugees & Accountability
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Salaries budget cut – staff numbers cut £155k	No	No	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The function is the core of the Council’s strategic support service providing for the development of policy (including equalities), development of key strategic documents (including the Children and Young People’s Plan), providing demographic intelligence to support decision making, performance management (to effect performance reporting and statutory returns – see legal implications below), consultation (developing the framework for compliance with the Council duties and providing advice and support), support to a number of partnership boards (e.g. health & well-being board) and co-ordination of a wide range of inspections (including Ofsted and CQC).
Cuts proposal
Over 95% of the £1m budget supporting this service is spent on salaries. Operational budgets are largely spent on licence agreements for performance software, demographic software and consultation software. A 15% cut on the budget at £155k, subject to staff consultations, would be equivalent to up to 3FTE on a team of just 15 staff (significantly fewer in number than such strategic support services in other Councils).
Staff consultation would be required.
Phasing to year 2 would better reflect the need for an immediate focus for the team’s limited capacity on supporting the new Administration’s strategic priorities and supporting the needs of both children’s and adults services for preparing their statutory data returns and making preparations for intense inspection demands to come.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
This service area has taken significant financial cuts. The most recent saving of over £1m led to the centralisation of the function and the halving of staff numbers. The

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4. Impact and risks of proposal

impact now would be a further reduction in responsiveness to demands on the team and some significant risks would arise in relation to timely submission of statutory data returns, preparations for external inspection/review and support to services on policy development, performance management and consultation. There is also a wide range of strategic needs to be met supporting the new Administration which may also be compromised by further cuts.

The service area undertakes a number of statutory returns signed off by the respective Children's and Adult's directorates. The statutory returns on data include:

- Adults Social Care Survey 2017/18 (submitted May 2018)
- Short and Long Term Support Return 2017/18 (submitted May 2018)
- Deprivation of Liberty Safeguards Return (submitted May 2018)
- Safeguarding SAC return 2017-18 (submitted June 2018)
- Children's 903 Return
- Quarterly Adoption Return
- Children in Need Census
- Schools Census (three times per year)

The team also supports the organisation's compliance with equalities and consultation duties. Cuts in this service area increase the risk of non-compliance in respect of these key statutory duties.

Potential inspection challenges ahead include:

- Inspection of Local Authority Children's Services (ILACS). Preparation for ILACS is well underway and a full ILACS inspection is expected any time in the next 12 months. The Council was last subject to a full statutory inspection in 2015;
- Joint Targeted Area Inspection (JTAI). As with other local authorities, Lewisham can expect up to two JTAI's in the three years between the main statutory children's inspection. To date the authority has not been subject to a JTAI in any of the three rounds that have been announced to date. However, Lewisham must prepare for a JTAI as though it were imminent.

Outline risks associated with proposal and mitigating actions:

The team is already comparatively much smaller than other strategic teams elsewhere in London. The Lewisham team (15 staff) is supporting a full range of policy development, performance management and consultation needs of the organisation and is already smaller than one dedicated directorate (CYP) performance team in Greenwich. The Greenwich directorate team (15) focuses almost exclusively on service performance. In Tower Hamlets in comparable roles to Lewisham, there are up to 32 members of staff with 11 focusing on Adults and 11 on Children's services.

Two thirds of the existing capacity of the Lewisham service is currently focused on Children and Young People's needs. Work arising out of a current external challenge to better meet performance needs in Children's Social Care and Adults will probably point to the need for more investment rather than less in the areas of performance management. Further cuts, at this time, would therefore make support to both service specific needs in Children's and Adult's more difficult to meet as well as compromising the capacity available to deliver the wider strategic agenda for the new Administration.

Deferring this cut into 2020/21 would allow for some essential adjustments to be made

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4. Impact and risks of proposal

for over an extended period. Any earlier cut would compromise the capacity to assure Children's and Adult's statutory data returns and as well as preparations for intense rounds of inspection/external review (see legal section below).

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	1,000	0	1,000	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Salaries & Supplies Cut		155		155
Total				
% of Net Budget	%	15%	%	15%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes			

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
E		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High		

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
10	10	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

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8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Medium	Pregnancy / Maternity:	Medium
Gender:	Medium	Marriage & Civil Partnerships:	Medium
Age:	Medium	Sexual orientation:	Medium
Disability:	Medium	Gender reassignment:	Medium
Religion / Belief:	Medium	Overall:	Medium
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5	5	4.5	5		
PO6 – PO8	7	6.5	7		
SMG 1 – 3	3	2	3	1	
JNC					
Total	15	13	15	1	

11. Legal implications
State any specific legal implications relating to this proposal:
<p>Staff consultation would be required for this proposal. The equalities impact will need to be fully evaluated as part of a staff consultation process and subsequent outcome of such consultation.</p> <p>The service area undertakes a number of statutory returns signed off by the respective Children's and Adult's directorates. The team also supports the organisation's compliance with equalities and consultation duties. Cuts in this service area increase the risk of non-compliance in respect of these key statutory duties.</p> <p>The statutory returns on data include:</p> <ul style="list-style-type: none"> • Adults Social Care Survey 2017/18 (submitted May 2018) • Short and Long Term Support Return 2017/18 (submitted May 2018) • Deprivation of Liberty Safeguards Return (submitted May 2018) • Safeguarding SAC return 2017-18 (submitted June 2018) • Children's 903 Return

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11. Legal implications

- Quarterly Adoption Return
 - Children in Need Census
 - Schools Census (three times per year)
- The Council has statutory duties in relation to consultation. The framework for which needs to be kept up to date and support and advice for compliance provided.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019 – December 2019	Preparation for any consultations due on any agreed cuts proposals

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RESOURCES AND REGENERATION PROPOSALS**

1. Cuts proposal	
Proposal title:	Withdrawal of Councillor Car Run Delivery Service
Reference:	RES5
Directorate:	Resources & Regeneration
Head of Service:	Head of Corporate Policy & Governance
Service/Team area:	Governance Support/Business & Committee
Cabinet portfolio:	Democracy, Refugees and Accountability
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
10k by securing Councillor agreement to end twice weekly car run delivery of agendas and other post	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Post received at the Town Hall and agendas for formal committee meetings are delivered twice weekly by car to the homes of elected members. Elimination of the service and replacement by personal collection or email notification is proposed.</p> <p>Currently the Constitution states the following: [Summons]... may be served by:-</p> <ul style="list-style-type: none"> a) sending it to, or leaving it at the member's usual place of residence; or b) where the member has specified an address other than their usual place of residence, by sending it to, or leaving it at, that other address; or c) where the member has given consent for the summons to be transmitted in electronic form to a particular electronic address (and consent has not been withdrawn) sending it in electronic form to that address.
Cuts proposal
<p>A £10k saving could be achieved by removing the car run service with members receiving their Council papers by email and collecting their post at the Civic Suite. Standard substitution by use of Royal Mail would double existing costs and is not a recommended option.</p> <p>Members' access needs would continue to be catered for on individual basis.</p> <p>Delivery of this cut would require members to self-select either option b) as the Town Hall, or option c).</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
<p>Members will need more secure and accessible postal racks. Some minor facilitation works for postal racks will be required on the 2nd floor of the Civic Suite.</p> <p>A review will be undertaken to (1) encourage the replacement of Council generated internal correspondence by email as much as possible and (2) consider the ability and</p>

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RESOURCES AND REGENERATION PROPOSALS**

4. Impact and risks of proposal

scope of scanning external circulars correspondence.
It is not anticipated that this proposal will prevent any current personal access needs to continue to be catered for and this will be kept under review.

Outline risks associated with proposal and mitigating actions:

Members have a statutory right to receive official agenda summonses at home and would need to agree in writing to waive all existing rights. Verification of any proposed waiver documentation would be required from the Head of Law.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,590	(259)	4,331	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) 10k by ending Councillor car run	10	0	0	10
Total	10			10
% of Net Budget	0.2%	%	%	0.2%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
E	C	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
10	1	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on	Level of impact on	

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7. Impact on Corporate priorities		
main priority – High / Medium / Low	second priority – High / Medium / Low	people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Low	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact but elected members in all wards affected.
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	n/a	Pregnancy / Maternity:	n/a
Gender:	n/a	Marriage & Civil Partnerships:	n/a
Age:	n/a	Sexual orientation:	n/a
Disability:	n/a	Gender reassignment:	n/a
Religion / Belief:	n/a	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
n/a			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					No

11. Legal implications	
State any specific legal implications relating to this proposal:	
Yes – elected members will have to voluntarily agree to extinguish all rights under various legislation to have deliveries made to their home addresses.	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

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1. Cuts proposal	
Proposal title:	Increase income supporting the Funding Officer post and review the Economy and Partnerships Function
Reference:	RES6
Directorate:	Resources & Regeneration
Head of Service:	Head of Corporate Policy & Governance
Service/Team area:	Strategy & Partnerships/Economy & Partnerships
Cabinet portfolio:	Cabinet Member for Finance, Skills and Jobs
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Increase Income £30k	No	No	No
b) Restructure £80k	No	No	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The function supports key aspects of the Council's economic development work covering: Local Labour and Business Scheme/S106 work with developers and contractors, apprenticeships, cross borough work on Jobs and Skills and inward investment.
Cuts proposal
The proposals would be to increase income in this area for 2019/20 and also review the function's staffing structures for 2020/21 targeting future cuts on salaries budgets.
The specific income proposal is to increase the target for covering the current dedicated funding officer post from 50% currently to 100% cost recovery, in 2019/20, netting approximately £30k.
The second proposal is for a longer term review of the overall function and evaluation of the scope for closer working across different service areas of the Council with an objective of salaries savings of up to £80k for 2020/21.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The first proposal is to target an increase in income that would support the only dedicated funding post in the team. The Council is facing pressures across the board and senior officers no longer have the capacity to go out and look for new discrete funding streams and often they do not have capacity to bid for the standard funding streams from GLA etc.
Since the role of the funding post role was created in 2017, the post holder has been involved in many of the Council's funding bids egg the Good Growth Fund, the Strategic Investment Pot, the Housing Infrastructure Fund and some smaller bids for the Children's Directorate – specifically the youth service.

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4. Impact and risks of proposal

However, if the target for increased income generation to support the Funding post is not met, in any one year, then there will be a pressure on this budget related to any shortfall.

The second proposal is for a review of this area of work providing an opportunity to evaluate the best way of structuring the function going forward and mitigating the impact of any targeted cuts on the salaries budget for 2020/21.

The loss of any posts in this service area could undermine the coherence of our approach to these important areas of work. These areas of work also cover a number of the new Administration's economic development priorities.

Outline risks associated with proposal and mitigating actions:

The proposal for a review of this area of work provides an opportunity to evaluate the best way of structuring the function and mitigating the impact of any targeted cuts on the salaries budget for 2020/21.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,423	(2,681)	742	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) Increase income on funding post	30			30
b) Restructure		80		80
Total	30	80		110
% of Net Budget	4%	11%	%	15%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes			

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D	E	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	High	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
		1. Community leadership and empowerment

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7. Impact on Corporate priorities		
10	5	2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	High	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?
	Not Applicable

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	1	1	1		
Sc 6 – SO2					
PO1 – PO5	3	3	3		
PO6 – PO8					
SMG 1 – 3	1	1	1		
JNC					
Total	5	5	5		

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11. Legal implications

State any specific legal implications relating to this proposal:

Staff consultation would be required for this proposal. The equalities impact will need to be fully evaluated as part of a staff consultation process and subsequent outcome of such consultation.

12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	

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RESOURCES AND REGENERATION PROPOSALS**

1. Cuts proposal	
Proposal title:	Reduce corporate apprenticeships salaries budget
Reference:	RES7
Directorate:	Resources & Regeneration
Head of Service:	Head of Corporate Policy & Governance
Service/Team area:	Strategy & Partnerships/Economy & Partnerships
Cabinet portfolio:	Cabinet Member for Finance, Skills and Jobs
Scrutiny Ctte(s):	Safer Stronger Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) Reduce apprenticeship budget £55k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The corporate apprenticeship budget is used to facilitate the Mayors Apprenticeship Programme by part funding (50%) the salaries of Council based apprentices. Most of our apprentices are employed for 14 months, the budget pays for 7 months salaries and on cost.
Cuts proposal
This proposal is for a cut of £55k on the Council's apprenticeship budget (12% of the budget).

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The impact would be a reduction on Council led apprenticeships equivalent to 5-6 apprentices out of an overall programme with the capacity of up to 30-35 apprenticeships each year. The Administration have a commitment to support an extra 250 apprentices through the Mayor's Apprenticeship Service. The Council has a statutory target for apprentices. There are current challenges to meeting the target and this cut could contribute to those difficulties.
Outline risks associated with proposal and mitigating actions:
There would be little scope for mitigation.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	456	0	456	
HRA				
DSG				

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RESOURCES AND REGENERATION PROPOSALS**

5. Financial information				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) Cut apprenticeship budget		55		55
Total		55		
% of Net Budget	%	12%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes			
If DSG, HRA, Health impact describe:				

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
A	A	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
5	5	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact
Expected impact on service equalities for users – High / Medium / Low or N/A

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9. Service equalities impact			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
The legal issue is set out in the paper, relating to the risk to the Council meeting the target for apprenticeships set by the <u>Public Sector Apprenticeship Targets Regulations 2017 (SI 2017/513)</u> .

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
The main cuts timetable for 2019/20 has been included here FYI. Please amend for proposal if different.	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

1. Cuts proposal	
Proposal title:	Insurance costs – premium reduction
Reference:	RES8
Directorate:	Resources & Regeneration
Head of Service:	Head of Corporate Resources
Service/Team area:	Insurance & Risk
Cabinet portfolio:	Cabinet Member for Finance, Skills and Jobs
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
£30k contract efficiency	N	N	N

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Insurance and Risk ensures the Council has sufficient insurance cover (in the market or by way of reserves) and manages claims promptly and fairly to reduce the impact of risks should they materialise. The Council's insurance services are also offered to schools and housing to enable them to access the expertise and economies of scale the Council's arrangements provide.
Cuts proposal
The Council insurance contracts are currently being retendered and through negotiation on the combination of assets and risks to be covered and excess and aggregate risks in the portfolio it is expected to negotiate a £100k reduction in premium costs, £30k of which are to the General Fund with the balance recharged.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
There is no direct impact to service users or staff. This proposal is about ensuring the Council has sufficiently robust and resourced insurance arrangements in place in the event of a serious incident that results in a claim against the Council.
Outline risks associated with proposal and mitigating actions:
The balance of risk in the Council's insurance portfolio is being maintained.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,493	(2,999)	1,494	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

5. Financial information				
contract efficiency	30			30
Total	30			30
% of Net Budget	2%	%	%	2%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes			

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
E		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
10		
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	N/A
For any High impact service equality areas please explain why and what			

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

9. Service equalities impact	
mitigations are proposed:	
N/A	
Is a full service equalities impact assessment required: Yes / No	No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
None	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Final contract evaluation
October 2018	Scrutiny review of key decision and contract award
November 2018	New insurance arrangements implemented

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

1. Cuts proposal	
Proposal title:	Insurance costs – self insurance reserves
Reference:	RES9
Directorate:	Resources & Regeneration
Head of Service:	Head of Corporate Resources
Service/Team area:	Insurance & Risk
Cabinet portfolio:	Cabinet Member for Finance skills and Jobs
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
£200k reduction in level of insurance reserves (for 10 yrs.)	Y	N	N

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Insurance and Risk ensures the Council has sufficient insurance cover (in the market or by way of reserves) and manages claims promptly and fairly to reduce the impact of risks should they materialise. The Council's insurance services are also offered to schools and housing to enable them to access the expertise and economies of scale the Council's arrangements provide.
It is also responsible for setting and promoting the Council's policy and procedures for strengthening good risk management practices in the Council's day to day management of operations.
Cuts proposal
A reduction in the level of reserves held for self-insurance purposes by releasing current reserves of £200k per annum for ten years. This will reduce the Council's insurance reserves by £2.0m.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
There is no direct impact to service users or staff. This proposal is about ensuring the Council has sufficiently robust and resourced insurance arrangements in place in the event of a serious incident that results in a claim against the Council.
Outline risks associated with proposal and mitigating actions:
No immediate service impact however an increase in carried risk for the organisation. The risk is higher as it increases the likelihood of the Council holding insufficient reserves to cover the self-insured elements if incidents. Should the risk materialise I there would be an immediate cash call on reserves and/or service revenue budgets.

5. Financial information				
Controllable budget:	Spend	Income	Net Budget	

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

5. Financial information				
General Fund (GF)	£'000	£'000	£'000	
	4,493	(2,999)	1,494	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
£200k reduction in level of insurance reserves (for 10 yrs.)	200	-	-	200
Total	200	-	-	200
% of Net Budget	13%	%	%	13%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes			
If DSG, HRA, Health impact describe:	Yes	The Council self-insurance is for its own and DSG and HRA activities. The reserves are there for all claims that are eligible and the cut could therefore impact these funds.		

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
E		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
10		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

8. Ward impact	
Geographical	No specific impact / Specific impact in one or more

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RESOURCES AND REGENERATION PROPOSALS**

8. Ward impact	
impact by ward:	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
N/A			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
None	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc.), implementation:	
Month	Activity
July / August 2018	Proposals prepared
September 2018	
October 2018	Scrutiny review of proposal
November 2018	M&C decision on level of insurance reserves
April 2019	Implement decision over ten yrs. noting end budget pressure

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

1. Cuts proposal	
Proposal title:	Cease the graduate development programme
Reference:	RES10
Directorate:	Resources & Regeneration
Head of Service:	Head of Organisational Development and Human Resources
Service/Team area:	Talent & Recruitment
Cabinet portfolio:	Finance, Skills and Jobs
Scrutiny Ctte(s):	Safer Stronger Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
£156k cease the graduate programme	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The graduate development programme consists of a two year programme for graduates joining us from the National Local Government graduate programme. Lewisham takes on two graduates a year, who at the end of the two year period apply for a permanent job in the Council and move from the HR budget to a normal employing service budget. At any one time, we have four graduates employed.
Cuts proposal
To cease the graduate development programme by letting the current graduates run their course and take on further graduates thereafter. Therefore, there are no implications to existing graduates who have a two year programme with us and may then apply for permanent employment with the Council.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Reduction in new talent pipeline of two graduates per year who are then comprehensively trained. These posts also cover a role of advisory support to the Chief Executive as a six month placement, so an alternative solution would need to be found.
Outline risks associated with proposal and mitigating actions:
We struggle to get the intake to represent the ethnicity of the Borough and attract Lewisham residents. To look at our future talent needs and, if a graduate intake programme forms part of this, work at a more local level with local universities to recruit candidates.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	2,800	(300)	2,500	
HRA				

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

5. Financial information				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) a) £156k cease the graduate programme	78	78	-	156
Total	78	78	-	156
% of Net Budget	3%	3%	0%	6%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
N/A		A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
10		11. Community leadership and empowerment 12. Young people's achievement and involvement 13. Clean, green and liveable 14. Safety, security and a visible presence 15. Strengthening the local economy 16. Decent homes for all 17. Protection of children 18. Caring for adults and the older people 19. Active, healthy citizens 20. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?
	N/A

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil	N/A

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

9. Service equalities impact			
		Partnerships:	
Age:	Low	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
N/A			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
None	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
November 2018	Proposals to M&C
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

1. Cuts proposal	
Proposal title:	Planning Service
Reference:	RES11
Directorate:	Resources and Regeneration
Head of Service:	Interim Head of Planning
Service/Team area:	Planning
Cabinet portfolio:	Mayor
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
increase income £100k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>In early 2018, the Government increased the statutory planning application fees by 20%...</p> <p>However, we are only able to take advantage of the 20% increase in fees if we do not reduce our base budget. This Government requirement has been introduced to ensure that the application fee increase will be “ring-fenced” to improve planning capacity and customer service. Therefore, the Development Management (E44613) base budget of £1,781,683 cannot be reduced in the budget savings exercise for the foreseeable future.</p> <p>The Planning Service have therefore looked to identify opportunities to generate additional income as opposed to savings to the base budget.</p>
Cuts proposal
<p>£50k increase in income to the DM budget through a further review of and increase to chargeable services. This will predominantly be through a review of our Planning Performance Agreements (PPAs) with developers. Our aim is to ensure that the costs of processing / advising on major schemes is fully recoverable from the developer. This cost recovery will be additional to the statutory fee for the planning application and any costs of reviewing the proposed scheme at the design panel.</p> <p>As the Planning Service proposed budget savings are all income related, it is impossible to predict any potential saving for 2020/21, although overall the service is aiming to reduce the net budget. Recent research into the funding positions of other London planning authorities have identified that none are currently fully “cost neutral”.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
<p>There will be an impact on service users through the increase of fees. However, we would be seeking to ensure that we are fully recovering the cost of providing the service which will be balanced against estimated take-up of the service at the proposed increase. The Planning Service are continuing to improve the Planning web</p>

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

4. Impact and risks of proposal

pages to ensure that a free offer is available to any householders looking to undertake works in the Borough. Discussion with developers has indicated a willingness to pay increased fees if it enables a good level of service to be provided.

Outline risks associated with proposal and mitigating actions:

There is a risk that by increasing fees, less customers and developers will choose to use the service. In order to minimise this, the Planning Service are already looking at ways of delivering good levels of customer satisfaction and methods of promoting and marketing services.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	2,641	(1,852)	789	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Pre-app income	50	50		100
Total	50	50		100
% of Net Budget	1.9%	%	%	1.9%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes			

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D	E	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
6	5	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on	Level of impact on	

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

7. Impact on Corporate priorities		
main priority – High / Medium / Low	second priority – High / Medium / Low	people
Low	Low	9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
As increasing income to cover the full cost of undertaking service, no legal implications	

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

1. Cuts proposal	
Proposal title:	Catford complex office rationalisation
Reference:	RES12
Directorate:	Resources and Regeneration
Head of Service:	Executive Director for Resources and Regeneration
Service/Team area:	Regeneration and Place
Cabinet portfolio:	Mayor
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Catford complex office rationalisation £250k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Capital Programme Delivery team is responsible for the investment in and improvement of the council's office accommodation. Budget has already been agreed for the refurbishment of Laurence House to replace lighting for LEDs, improve the heating and ventilation, and update welfare facilities and so on. Alongside this, the team is responsible for the delivery of the Catford town centre regeneration programme which includes key office accommodation sites.
Cuts proposal
This is a combination of projected cost savings and income generation from ongoing investment in Laurence House (budget already approved) with a view to rationalising the office accommodation provision within the Catford complex into Laurence House. The investment will lead to improved energy performance in Laurence House, reduced building maintenance call outs as well reducing the probability of a catastrophic failure of the building in the short to medium term. There will be a small rental income from sharing space with the CCG, who will be moving in to the refurbished Laurence House. Twinned with the current investment programme are other ongoing corporate projects such as paperless and agile working which together provide an opportunity for better utilisation of the office space in Laurence House enabling further consolidation of office accommodation across the Catford complex. Consolidation provides opportunities for savings and or income generation from underutilised buildings within the complex.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
No impact to service users. CCG to move in to Laurence House as part of refurbishment and will pay annual £72k all inclusive rent (tenancy still to be signed). Impact on staff: work is already underway to prepare for the refurbishment of Laurence House, including temporarily moving staff to alternative locations (within Laurence House and other Catford offices) whilst one floor at a time is refurbished. This requires staff to work on average 7:10 desk to person ratio.

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RESOURCES AND REGENERATION PROPOSALS**

4. Impact and risks of proposal

Outline risks associated with proposal and mitigating actions:

- Staff do not have adequate IT kit to work remotely / in agile way thereby reducing capacity to consolidate staff in to Laurence House. Mitigated through ongoing corporate discussions to determine budget and approach.
- Income from sub-letting other Catford office spaces is not realised due to lack of interest in those properties. Market has not yet been tested however, previous interest in Old Town Hall and partner requirements suggest there may be a market. Mothballing to save on running costs is also an option for consideration to reduce estate running costs.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	6,672	(696)	5,977	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Catford complex office rationalisation		250		250
Total				
% of Net Budget	%	4%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D	B	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
5	10	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	

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RESOURCES AND REGENERATION PROPOSALS**

7. Impact on Corporate priorities		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Medium	Medium	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Laurence House is based in Rushey Green ward but impact is borough wide in terms of council delivery of services.
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No (one has been completed already)

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	YES – general impact as per no.4 above

11. Legal implications
State any specific legal implications relating to this proposal:
N/A

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)

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12. Summary timetable	
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

1. Cuts proposal	
Proposal title:	Reduction in Business Rates for the Corporate Estate
Reference:	RES13
Directorate:	Resources & Regeneration
Head of Service:	Executive Director for Resources and Regeneration
Service/Team area:	Regeneration & Place
Cabinet portfolio:	Mayor
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Business Rates reduction on corporate estate £100k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Corporate Estate is managed within the Estates Compliance and Contracts service group, however the business rates budgets are held and managed by the Estates Team in the Property, Asset Strategy and Estates service group. There are no proposals to review this service or team itself but look to grow the value of the estate that they manage.
Cuts proposal
This proposal is in relation to challenging and appealing the valuations that underpin the calculation of business rates chargeable for the Corporate Estate.
A revaluation exercise took place in 2017, the first since 2011. Since the last revaluation exercise, the Council has appealed across the estate, resulting in total annual savings (including schools) of more than £400k per annum. This proposal relates to business rates appeals for Corporate Estate, not schools.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
No impact to service users, partners or other Council services. However, it could affect the overall amount received directly by the Council as a result of the changes to how business rates are allocated/kept by the Borough that collects them.
Outline risks associated with proposal and mitigating actions:
N/A

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	1,277	0	1,277	

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RESOURCES AND REGENERATION PROPOSALS**

5. Financial information				
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Business Rates reduction on corporate estate		100		100
Total		100		100
% of Net Budget	%	8%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
D	E	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
5	10	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact but this is across multiple wards
	If impacting one or more wards specifically – which?

9. Service equalities impact
Expected impact on service equalities for users – High / Medium / Low or N/A

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9. Service equalities impact			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

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1. Cuts proposal	
Proposal title:	Corporate Estate FM Contract Insourcing
Reference:	RES14
Directorate:	Resources & Regeneration
Head of Service:	Executive Director for Resources and Regeneration
Service/Team area:	Regeneration & Place
Cabinet portfolio:	Mayor
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Corporate Estate FM Contract Insourcing	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The existing Corporate Estate Maintenance contracts and compliance are managed by the FM and Regulatory Management Team in the Contract and Compliance service group. There is a proposal to review this service and partly insource the corporate FM contract to produce some savings for the LBL Corporate properties portfolio maintenance and compliance.
Cuts proposal
This proposal identifies that savings could be made by part insourcing the FM contract for all Corporate Estate properties.
There is a proposal to part insource the corporate FM contract for response repairs and PPM (Planned Preventive Maintenance) for the Corporate Estate – potential savings from carrying out elements of PPM and response repairs in-house.
It is proposed that an initial £100k investment for the contract mobilisation process would be estimated to achieve savings in the region of £100k per annum for LBL Contract and Compliance Group.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
There will be no negative impact to service users or partners, or other Council staff; impacts will generally be positive. Positive impact on FM management and compliance across corporate properties portfolio. This is an option that would allow for in-house management of more than 80% of M&E services which would give us a greater control and certainty of estates compliance. It would also meet a manifesto pledge of insourcing where appropriate and the letting of smaller more specialist packages would seek to encourage the retention of Council spend within the borough through sustainable communities and engaging with SMEs and a local workforce.
Outline risks associated with proposal and mitigating actions:
The risks associated with this proposal are generally low and will be dependent on the delivery model to be taken forward. Primarily, the approach will focus on the LB

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4. Impact and risks of proposal

Croydon FM Management model, which has no significant upfront costs, and has produced some savings and good results for statutory compliance. LB Croydon currently works off a similar model and compliance is 99%.

The main risks, however, are associated with some TUPE implications as a result of this insourcing project. The risks also include being able to find good value-for-money local subcontractors on time to perform a number of smaller specialist contracts.

Whilst this risk can never be fully mitigated, employing one mobilisation project manager for six months will reduce any possible risk of overspending or running out of time and compromising any services.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	6,672	(696)	5,977	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Corporate Estate FM Contract Insourcing	100	100		200
Total				
% of Net Budget	2%	2%	2%	5%
Invest to save	(100)			(100)
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
D	E	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Medium	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local
10	5	
Impact on main priority – Positive /	Impact on second priority – Positive /	

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7. Impact on Corporate priorities		
Neutral / Negative	Neutral / Negative	economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Medium	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact but this is across multiple wards
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
N/A			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
The main legal implications relate to TUPE employment law and regulations as a result of this insourcing project.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing

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12. Summary timetable	
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

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1. Cuts proposal	
Proposal title:	Commercial Estate Growth
Reference:	RES15
Directorate:	Resources & Regeneration
Head of Service:	Executive Director for Resources and Regeneration
Service/Team area:	Regeneration & Place
Cabinet portfolio:	Mayor
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Growth of existing commercial estate £500k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The existing Commercial Estate is managed by the Estates Team in the Property, Asset Strategy and Estates service area. There are no proposals to review this service or team itself but look to grow the value of the estate that they manage.
Cuts proposal
<p>This proposal is in relation to growth of the existing Commercial Estate, increasing income from existing and new sources, including:</p> <ul style="list-style-type: none"> • Outstanding casework on high performing retail parades; • Letting of vacant premises; • Dealing with outstanding forfeiture cases; • New commercial premises from existing land sales <p>Whilst the majority of the estate is tertiary in nature, there are still some higher performing parades such as those on New Cross Road, Evelyn Street and Loampit Vale that generate significantly more and where there are either existing new lettings which will come to fruition over the next two years or where there is still room for further rental growth to market levels.</p> <p>There are a number of properties where we have taken litigation action and going through forfeiture proceedings to get leases back and relet the properties at market level. Currently we are not receiving rent for these properties and this proposal depends on the successful outcome of those cases.</p> <p>Finally, there are new properties which will come into the Commercial Estate over the next 18months as a result of previous land transactions.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
No impact to service users, partners or other Council services. There are always a small number of cases every year where tenants make representations as to the level of their rent, particularly where they are voluntary sector organisations providing

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4. Impact and risks of proposal
services as opposed to running businesses, but these representations are assessed on a case by case basis.
Outline risks associated with proposal and mitigating actions:
As above

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	2,366	(5,560)	(3,195)	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a)		500		500
Total				
% of Net Budget	%	16%	%	16%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
D	A	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
5	10	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

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8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact but this is across multiple wards
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

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1. Cuts proposal	
Proposal title:	Commercial Property Investment Acquisitions
Reference:	RES16
Directorate:	Resources & Regeneration
Head of Service:	Executive Director for Resources and Regeneration
Service/Team area:	Regeneration & Place
Cabinet portfolio:	Mayor
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Commercial Property Acquisitions £280k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The existing Commercial Estate is managed by the Estates Team in the Property, Asset Strategy and Estates service area. There are no proposals to review this service or team itself but look to grow the value of the estate that they manage.
Cuts proposal
This proposal is separate to the proposal around growth of the Commercial Estate, as that describes work and opportunities to grow the existing portfolio. This proposal is in relation to becoming more proactive in seeking out opportunities to acquire commercial property investments, using either borrowing or existing revenue reserves.
An investment strategy would set the parameters for investment, for example location, use, lease details and terms, financial parameters, amongst other things.
It is proposed that an initial £5m be put forward for acquisitions, which would be estimated to achieve in the region of £280k per annum.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
No impact to service users or partners, or other Council staff. However, this would require amending the current Treasury Strategy to enable future acquisitions to be made.
Outline risks associated with proposal and mitigating actions:
The main risk however is around investment in commercial real estate at a time of uncertainty in this sector, in particular the medium and long term stability of retail based income streams. There is no certain future for the retail market in particular and over investment could have revenue ramifications if, following lease ends, there are significant void periods, particularly if borrowing is set over a longer time frame, for example 40 year borrowing period vs 15 year certain lease term.
Whilst this risk can never be fully mitigated against, certain criteria could be set to try and mitigate as far as possible. For example, an investment strategy could focus on

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4. Impact and risks of proposal

those uses which are more likely to have longevity, even in the retail sector, such as food based convenience stores around station and town centre locations and other such uses. It could also set strict parameters around risk – lease terms, tenant covenant strength etc. Any investment strategy would also need to include an exit strategy.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	2,366	(5,560)	(3,195)	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Commercial Property Acquisitions	140	140		280
Total				
% of Net Budget	4%	4%	%	8%
Invest to save	(5,000)			(5,000)
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D	A	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
5	10	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	

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7. Impact on Corporate priorities		
Medium	Low	10. Inspiring efficiency, effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact but this is across multiple wards
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

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1. Cuts proposal	
Proposal title:	Beckenham Place Park – income generation
Reference:	RES17
Directorate:	Regeneration & Place
Head of Service:	Executive Director for Resources and Regeneration
Service/Team area:	Capital Programme Deliver/Strategic Asset Management
Cabinet portfolio:	Mayor
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) letting of restored buildings £138k	No	No	No
b) letting of unrestored Foxgrove Club £25k	No	No	No
c) letting of restored Foxgrove Club £100k	No	No	No
d)			

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The service areas involved are Capital Programme Delivery who are raising funds for restoration and co-ordinating the works and Strategic Asset Management who will assist with the letting strategy for the restored buildings.
Cuts proposal
Funding has been secured and work is underway to restore the stable block at Beckenham Place Park this will be completed by June 2019. The building will include a café which can be let or managed to generate income estimated at £25k per annum.
The homesteads cottages (3 in number) are also being restored and can be let on completion to generate c.£10k per unit per annum.
The Foxgrove Club requires up to c. £250k of work to deal with dilapidations although a significant proportion of this is decorative and could be carried out by an occupier. The restored building could generate £50k per annum but without investment and in its current condition a rent free period may be needed to cover the costs involved in carrying out basic repairs.
Future income from letting the mansion is a possibility but it requires significant investment c. £3m or more before its full commercial potential is likely to be realised. This investment and the works is not likely to be completed within the timescales of this cuts round.
These proposals do not impact on any existing service areas as the revenue generating buildings are currently unused. The Foxgrove building has property guardians in place for security from which a small income is derived.

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4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The impact of these proposals should be positive, with new public facing uses/facilities & workspaces in the park.
Outline risks associated with proposal and mitigating actions:
Costs of restoration exceeding budget – this is being managed by the project manager and quantity surveyor to ensure work can be completed within available resources
Lack of market interest in renting buildings – promotion of the park is ongoing and footfall has doubled since closure of the golf course creating a much more positive business environment. There is significant interest in renting spaces and we will develop a bespoke marketing strategy for these unusual assets to maximise the potential of the opportunity.
Rental income falling below expectations – the assumptions above reflect conservative assumptions of income potential

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) letting of restored buildings	27.5	55	55	137.5
b) letting of unrestored Foxgrove Club	0	0	25	25
c) letting of restored Foxgrove Club	0	50	50	100
d)	27.5	105	130	262.2
Total	Total varies depending on investment approach to Foxgrove Club			
% of Net Budget	%	%	%	%
Invest to save	(200)			(200)
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes			

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
D		A. Strengthening Community input B. Sharing Services C. Digitising our Services
Level of impact on	Level of impact on	

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6. Alignment to Lewisham 2020 priorities		
main priority – High / Medium / Low	second priority – High / Medium / Low	D. Income Generation E. Demand Management
Low		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
5	3	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Positive impact in Bellingham Ward where the unused assets are situated
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
Buildings will be let following an appropriate marketing exercise to ensure that the council achieves market value for the buildings.

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12. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:

Month	Activity
November 2018 – January 2019	Marketing of buildings
February 2018	Agreement to lease
March 2019 –May 2019	Legal agreements completed
June 2018	Buildings occupied and rental income commences

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1. Cuts proposal	
Proposal title:	Electric Vehicle charging points
Reference:	RES18
Directorate:	Resources & Regeneration
Head of Service:	Executive Director for Resources and Regeneration
Service/Team area:	Regeneration & Place
Cabinet portfolio:	Cabinet Member for Parks, Neighbourhoods and Transport
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
Electric vehicle charging points £100k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The provision of electric vehicle charging points is managed by the Transport Policy & Development Team, in the Highways & Transport Service. There are no proposals to review this team or service area, following extensive re-organisations in 2011 and 2015, and a management review in 2017. Instead, the service is focussed on opportunities to generate income, such as through the provision of electric vehicle charging points.
Cuts proposal
This proposal identifies a new income source generated by charging a licence fee (or a revenue share model) from providers of electric vehicle charging infrastructure situated on Council land and Highways.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
In general, there will be no negative impact to service users or partners, or other Council staff; impacts will generally be positive, with outcomes including improved air quality and health. Local impacts may occur due to the siting of infrastructure, and any local concerns, such as loss of general parking spaces or visual impact, will be managed through public consultation as part of the associated planning approval and traffic orders. The Electric Vehicle Charging Strategy is currently under development alongside the new LIP Strategy, both of which are due to be adopted by March 2019.
Outline risks associated with proposal and mitigating actions:
The risks associated with this proposal are generally low, but this is dependent on the delivery model(s) to be taken forward. Primarily, the approach will focus on the Source London model, which has no upfront costs, and generates income through an agreed annual licence fee. Alternative operating models are currently being investigated as part of the emerging Electric Vehicle Charging Strategy, which require match-funding and therefore carry

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4. Impact and risks of proposal

some financial risk, which includes the potential for ongoing revenue costs but could also generate increased fees as a percentage of revenue. This model will be taken forward as a pilot through the Go Ultra-Low City Scheme (GULCS), which is a procurement framework organised by London Councils. Match funding has been identified through the TfL funded LIP programme, which will provide the required investment in infrastructure costs as well as short-term staffing costs related to the pilot. Should this model be rolled out in the future, ongoing revenue costs will need to be taken into account as part of a future invest to save proposal.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	5,613	(2,466)	3,147	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Electric vehicle charging points	50	50		100
Total				
% of Net Budget	1.6%	1.6%	%	3.2%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D	A	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
3	9	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on	Level of impact on	

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7. Impact on Corporate priorities		
main priority – High / Medium / Low	second priority – High / Medium / Low	people
High	Medium	9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	All wards will be included in the programme
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	L	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	L	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
Low impact: - The uptake of electric vehicles is disproportionate by more affluent communities, primarily due to the high purchase cost of modern vehicles. This in turn means that there may be lower uptake among BME communities, as well as the younger and older drivers. However, although these groups are less likely to benefit directly from the scheme, the improved air quality will benefit the whole community, and any disbenefits are likely to be minor and very localised, and considered through the usual robust consultation processes.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this cuts proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
The Council's legal team are involved in the establishment of contracts and procurements relating to electric vehicle charging, which relies on a range of local government legislation relevant to, for instance, parking, and charging for use of the highway.

12. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)

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12. Summary timetable	
September 2018	Proposals submitted to Scrutiny committees leading to M&C
October 2018	Scrutiny meetings held with consultations ongoing
December 2018	Proposals to M&C and (full decision) reports returned to Scrutiny for review
January 2019	Transition work ongoing
February 2019	Transition work ongoing and budget set
March 2019	Cuts implemented

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

1. Cuts proposal	
Proposal title:	School Crossing Patrol
Reference:	RES19
Directorate:	Resources & Regeneration
Head of Service:	Executive Director for Resources and Regeneration
Service/Team area:	Regeneration & Place
Cabinet portfolio:	Cabinet Member for Parks, Neighbourhoods and Transport
Scrutiny Ctte(s):	Children and Young People Select Committee

2. Decision Route			
Cuts proposed*:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
School Crossing Patrol £160k	Yes	Yes	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The School Crossing Patrol is managed by the Policy & Development Team, in the Highways & Transport Service. The School Crossing Patrol covers 28 school sites across the Borough, and is delivered in-house with each site staffed by a permanent part-time member of staff.
Cuts proposal
This proposal considers the impact and risks of cutting the School Crossing Patrol, and, in view of the possible political, reputational and legal risks, identifies potential mitigation, including alternative options such as scaling-back the School Crossing Patrol service, retaining sites with the highest assessed risk factors.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The School Crossing Patrol offers assistance to primary aged children and their parents in crossing busy roads on the way to school. School Crossing Patrols are highly valued by schools and parents, and are an important feature of the Council's efforts to support safe, car-free travel to school.
The removal of the service will be viewed as a road safety risk, but also as a removal of support, that currently enables older primary school children to walk to school independently, resulting in parents opting to drive their children to school, exacerbating concerns about road safety and poor air quality.
Cutting the service would have an impact on the work and objectives of Public Health, who take a close interest in the promotion of active travel and air quality, as well as the reduction of road deaths and injuries.
Outline risks associated with proposal and mitigating actions:
Due to the nature of the service, and its contribution to road safety and air quality, any cuts to the School Crossing Patrol would be highly controversial.
Cutting the service could be viewed as being in conflict the Mayor's Manifesto, which

APPENDIX 4 RESOURCES AND REGENERATION PROPOSALS

4. Impact and risks of proposal

states that the Council will “work with parents and schools to protect our children from toxic air” and that “all Lewisham children will be encouraged to walk, cycle and scoot to school away from main roads”.

The primary risk is that the removal of the service results in (or is perceived to result in) the injury or death of a child or parent/carer at the current crossing site. In such an event, it could be difficult to determine whether the removal of the School Crossing Patrol would be a causal factor, but it would also be difficult to rule out. In a worst case scenario, this is a legal risk around perceived liability. This is therefore a very serious proposal to consider, and of course the Service advises against it unless absolutely necessary.

The most likely risk is the reputational and political risk around any perceived impact and the resulting communications and press interest that may follow.

Mitigation and option assessment

In view of the political difficulties in fully cutting the service, this proposal considers two additional options as part of the possible mitigation:

Option 1 – Full Service Cut (saving £161k)

Mitigation for this option would be predominantly in the form of road safety advice and school travel planning support that is currently offered to all schools in the Borough. Site specific information could be provided to the affected schools advising on safe crossing locations and the safe use of pedestrian crossings. During 2019/20 Speed surveys would be undertaken to establish the risk, along with an audit of the 20mph speed limit signs and any associated traffic calming measures at each of the sites, and additional capital funding may be required to make any necessary improvements. However, this is unlikely to offer significant mitigation against the political impact of the service cut.

Option 2 – Paid-for Service (saving £161k)

This option would offer mitigation against the cuts, by offering schools the option of paying to retain a School Crossing Patrol service. However, the Service would not recommend this option as it considers it is vital that any road safety service is provided to all schools equitably, or is prioritised on an appropriate basis. Prioritising based on ability to pay could raise equality concerns for schools unable to pay for the service. It may also pose a political and reputational risk.

Option 3 – Reduced Service on Risk-Assessed Basis (saving £54k)

This option would offer mitigation by scaling back the School Crossing Patrol service, retaining those schools with the highest risk factors. For example, cuts could be focussed on those sites which are located on pedestrian crossings such as zebra crossings (approximately 10 out of 28 sites), or where observed traffic speeds are low. Additional mitigation could be considered as per Option 1, in the form of site specific information and training on the safe use of pedestrian crossings. It would also include speed surveys and an audit of the 20mph limit signs and any associated traffic calming measures at each of the sites, and funding would be required to make any necessary improvements. This option would require further work to assess the road safety risks of each site and prioritise the limited budget accordingly, and we would propose that this option be investigated in more detail for consideration as part of a future savings proposal.

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5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	5,624	(2,480)	3,144	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
a) School Crossing Patrol	0	160		
Total	0	0		160
% of Net Budget	%	5%	%	5%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
A	E	A. Strengthening Community input B. Sharing Services C. Digitising our Services D. Income Generation E. Demand Management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
4	4	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

13. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Specific impact in 16 wards
	If impacting one or more wards specifically – which?
	(Perry Vale) Adamsril - Adamsril Road (Grove Park) Baring - Baring Road / Linchmere Road

**APPENDIX 4
RESOURCES AND REGENERATION PROPOSALS**

7. Impact on Corporate priorities

	<p>(Crofton Park) Beecroft - Brockley Road (Perry Vale) St George's - Perry Vale (Lee) Colfes - Upwood Road / Leyland Road (Crofton Park) Dalmain - Brockley Rise (Forest Hill) Fairlawn - Honor Oak Road (Brockley) St Stephens - Friendly St J/W Albyn Rd (Ladywell) Gordonbrock - Ladywell Rd (Evelyn) Grinling Gibbons - Edward Street (Lewisham C) Brindishe Green - Hither Green Lane / Beacon Rd (Blackheath) John Ball - Southvale Road (Telegraph Hill) John Stainer - Mantle Road (Telegraph Hill) John Stainer - St Asaphs Road / Finland Road (Forest Hill) Kelvin Grove - Kirkdale / Kelvin Grove (Perry Vale) Kilmorie - Cranston Road / Loxton Road (Lee) Lee Manor - Manor Lane / Southbrook Road (Grove Park) Marvels Lane - Marvels lane (Sydenham) Our Lady and St Philip Neri Junior - Sydenham Road (Crofton Park) Prendergast - Ladywell Fields, Manwood Rd (Downham) Rangefield - Rangefield Road / Glenbow Road (Downham) Rangefield, Downderry, NW - Downham Wy/Glenbow Rd (Rushey Green) Rathfern - Catford Hill / Woolstone Road (Catford South) Sandhurst - Sandhurst Road (Evelyn) Sir Francis Drake - Grinstead Road / Scawen Road (Sydenham) Sydenham High - Westwood Hill / Amberley Grove (Catford South) Torridon - Torridon Road / Hazelbank Road (New Cross) Tidemill - Giffin Street</p>
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8. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	L	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	M	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>Medium impact on Age: - The loss of School Crossing Patrols would disproportionately affect primary school children and their parents/carers.</p> <p>Impact in deprived wards: Research suggests a link between road related casualties and deprived areas, with potential impacts on BME communities. This could be exacerbated by Option 2, which could present a potentially high differential impact on schools based on affordability, with more affluent schools better able to fund the service.</p>			
Is a full service equalities impact assessment required: Yes / No			No

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RESOURCES AND REGENERATION PROPOSALS**

9. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2	28	6	28		
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					

10. Legal implications
State any specific legal implications relating to this proposal:
A clear position will need to be established on the potential liability (or perceived liability) in removing road safety facilities, in the event of any future incident and potential claim against the Council.

11. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
July / August 2018	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
September 2018	Proposals submitted to Scrutiny committees leading to M&C
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Corporate Savings Principles

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.

Appendix 6



Making fair financial decisions Guidance for decision-makers

3rd edition, January 2015

Introduction

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 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 people with different protected characteristics.

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.

What 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 characteristics 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 1998. We would therefore recommend that public authorities consider the potential impact their decisions could have on human rights.

Aim 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 people with protected characteristics 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 at www.equalityhumanrights.com

The 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 with protected characteristics.

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 characteristics.** Individual decisions should also be informed by the wider context of decisions in your own and other relevant public authorities, so that people with particular protected characteristics 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.

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.

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 characteristics.

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 characteristics. 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 characteristics 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.

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. Legal cases have shown what can happen when authorities do not consider their equality duties when making decisions.

Example: A court 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 people with particular protected characteristics and perpetuate or worsen inequality.

As part of its regulatory role to ensure compliance with the equality duty, the Commission monitors financial decisions with a view to ensuring that these are taken in compliance with the equality duty and have taken into account the need to mitigate negative impacts, where possible.

Appendix 7

Summary of Equalities Implications

Please see section 12.22 of the main report.

APPENDIX 8

2019/20 BUDGET REDUCTIONS - SUMMARY TABLE OF PROPOSALS WITH PROFORMAS

Directorate / Division	Ref	Scrutiny Ctte	Proposal	19/20	20/21	Total	Income	Consultation Reqd?		Full Report Reqd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
Children and Young People										
Children's Social Care										
	CYP1	CYP	More efficient use of residential placements	500	300	800		N	N	N
	CYP2	CYP	Improved placement process and more efficient systems with rigorous control through operating model and IT	250		250		N	N	N
	CYP3	CYP	More systematic and proactive management of the market for independent fostering	350	600	950		N	N	N
	CYP4	CYP	Commission semi-independent accommodation for care leavers	250	250	500		N	N	N
	CYP5	CYP	Residential framework for young people - Joint South East London Commissioning Programme	200	200	400		N	N	N
			Subtotal	1,550	1,350	2,900				

Directorate / Division	Ref	Scrutiny Ctte	Proposal	19/20	20/21	Total	Income	Consultation Req'd?		Full Report Req'd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
Joint Commissioning and Targeted Services										
	CYP6	SAFER	Cease funding for former CYP funded post in Voluntary Action Lewisham	25	25	49		N	N	N
	CYP7	CYP	Early Help Redesign		800	800		Y	Y	Y
			Subtotal	25	825	849				
CYP Total			Total	1,575	2,175	3,749				
Community Services										
Adult Social Care										
	COM1	HCSC	Managing demand at the point of access to adult social care services	122		122		N	N	Y
	COM2	HCSC	Ensuring support plans optimise value for money	250	250	500		N	N	N
	COM3	HCSC	Increase revenue from charging Adult Social Care clients	159		159	Y	N	N	Y
	COM4	HCSC	Reduce costs for Learning Disability and Transitions	900	1,000	1,900		N	N	Y
	COM5	HCSC	Increased focus of personalisation	260	482	742		N	N	Y
	COM6	HCSC	Reduction in Mental Health Residential care costs	300	200	500		N	N	Y

Directorate / Division	Ref	Scrutiny Ctte	Proposal	19/20	20/21	Total	Income	Consultation Reqd?		Full Report Reqd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
	COM7	HCSC	Reduction in Adult Social Care contribution to Mental Health Integrated Community Services	100	50	150		N	N	Y
			Subtotal	2,091	1,982	4,073				
Crime Reduction, Supporting People, & Enforcement										
	COM8	SDSC	Change in the public engagement responsibilities for air quality and dedicated funding		60	60		Y	N	N
	COM9	OSC	Cut to intensive housing advice and support service	300		300		N	N	Y
	COM10	SAFER	Crime, Enforcement & Regulation reorganisation	255	161	416		Y	Y	Y
			Subtotal	555	221	776		N	N	N
Culture & Community Services								N	N	N
	COM11	SAFER	Hub Libraries cuts to staffed opening hours		450	450		Y	Y	Y
	COM12	OSC	Cut to Main Grants budget	600	400	1,000		N	Y	Y
	COM13	SAFER	Reduction in Arts, Development and Events Funding	145		145		N	N	N
	COM14	OSC	Reduce Local Assemblies funds	270		270		N	Y	Y
	COM15	SUSTAINABLE	Extend use of Broadway theatre		50	50		N	N	N
	COM16	SAFER	Cultural and Community Development Service Staffing	75	75	150		Y	N	N

Directorate / Division	Ref	Scrutiny Ctte	Proposal	19/20	20/21	Total	Income	Consultation Req'd?		Full Report Req'd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
	COM17	SAFER	Ending the Small & Faith Fund	100		100		N	Y	N
			Subtotal	1,190	975	2,165				
Community Total				3,836	3,178	7,014				
Customer Services										
Technology & Change										
	CUS1	PAC	Printing reduction	100		100	Y	N	N	N
			Subtotal	100		100				
Environment										
	CUS2	SDSC	Income Generation – Increase of Garden Waste Subscription	278	485	763	Y	N	N	N
	CUS3	SDSC	Income Generation - Events in Parks	200	300	500	Y	N	N	Y
	CUS4	SDSC	Income Generation – Increase in Commercial Waste Charges	150	300	450	Y	N	N	N
	CUS5	SDSC	Increase charge for the collection of Domestic Lumber from households	30		30	Y	N	N	Y
	CUS6	PAC	Bereavement Services increase income targets	67	67	134	Y	N	N	N
	CUS7	SDSC	Reduce sweeping frequency to residential roads to fortnightly.		823	823		Y	Y	Y

Directorate / Division	Ref	Scrutiny Ctte	Proposal	19/20	20/21	Total	Income	Consultation Reqd?		Full Report Reqd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
	CUS8	SDSC	Close the four remaining Automated Public Toilets	92		92				
			Subtotal	817	1,975	2,792				
Housing										
	CUS9	HOUSING	Cost reductions in homelessness provision – income generation and net budget reductions	405	696	1,101		N	N	Y
			Subtotal	405	696	1,101				
Public Services										
	CUS10	PAC	Invest to save – create revenues protection team	806	394	1,200		N	N	N
	CUS11	PAC	Process automation in Revenues and Benefits		250	250		N	N	N
	CUS12	PAC	Invest to save – Housing Benefit overpayment recovery improved	480		480		N	N	N
	CUS13	PAC	Invest to save – improve sundry debt collection		480	480	Y	N	N	N
	CUS14	SDSC	Parking Service revenue review	500		500	Y	N	N	N
			Subtotal	1,786	1,124	2,910				
Customer Services Total			Total	3,108	3,795	6,903				

Directorate / Division	Ref	Scrutiny Ctte	Proposal	19/20	20/21	Total	Income	Consultation Reqd?		Full Report Reqd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
Resources and Regeneration										
Financial Services										
	RES1	PAC	Benefits Realisation of Oracle Cloud	90	350	440		Y	N	N
			Subtotal	90	350	440				
Legal Services (excl. elections)										
	RES2	PAC	Legal fees increase	50	32	82	Y	N	N	N
			Subtotal	50	32	82				
Policy & Governance										
	RES3	PAC	Executive Office – Administrative Support Staff Reduction		104	104		Y	N	N
	RES4	PAC	Policy, Service Design and Intelligence – Reduction on staffing		155	155		Y	N	N
	RES5	PAC	Withdrawal of Councillor Car Run Delivery Service	10				N	N	N
			Subtotal	10	259	259				
Strategy										
	RES6	PAC	Increase income supporting the Funding Officer post and review the Economy and Partnerships Function	30	80	110	Y	Y	N	N

Directorate / Division	Ref	Scrutiny Ctte	Proposal	19/20	20/21	Total	Income	Consultation Reqd?		Full Report Reqd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
	RES7	SAFER	Reduce corporate apprenticeships salaries budget		55	55		N	N	N
			Subtotal	30	135	165				
Corporate Resources										
	RES8	PAC	Insurance costs – premium reduction	30		30		N	N	N
	RES9	PAC	Insurance costs – self insurance reserves	200		200		N	N	Y
			Subtotal	230		230				
Human Resources										
	RES10	SAFER	Cease graduate programme	78	78	156		N	N	N
			Subtotal	78	78	156				
Planning										
	RES11	SDSC	Increase in pre-application fees	50	50	100	Y	N	N	N
			Subtotal	50	50	100				
Regeneration and Place										
	RES12	OSC	Catford complex office rationalisation		250	250		N	N	N
	RES13	PAC	Reduction in Business Rates for the Corporate Estate		100	100		N	N	N
	RES14	PAC	Corporate Estate Facilities Management Contract Insourcing	100	100	200		N	N	N

Directorate / Division	Ref	Scrutiny Ctte	Proposal	19/20	20/21	Total	Income	Consultation Reqd?		Full Report Reqd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
	RES15	PAC	Commercial Estate Growth		500	500	Y	N	N	N
	RES16	PAC	Commercial Property Investment Acquisitions	140	140	280	Y	N	N	N
	RES17	SDSC	Beckenham Place Park – income generation	28	105	133	Y	N	N	N
	RES18	SDSC	Electric Vehicle charging points	50	50	100	Y	N	N	N
	RES19	CYP	School crossing patrol		160	160		Y	Y	Y
			Subtotal	318	1,405	1,723				
Resources and Regeneration			Total	856	2,309	3,155				
Council Total				9,374	11,457	20,821				

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Housing Select Committee			
Title	Local Plan Update	Item No	6
Contributors	David Syme, Strategic Planning Manager		
Class	Part 1 (open)	Date	31 October 2018

1. Purpose

- 1.1. This report is intended to update Members on the progress of the new Local Plan for Lewisham.

2. Recommendation

- 2.1. The Housing Select Committee is asked to note the content of this information report and direct questions to officers.

3. Background

- 3.1. The Local Plan is the main development plan document for LB Lewisham, setting out a vision and strategy for future development of the borough, addressing the needs and opportunities in relation to housing, the economy, community facilities and infrastructure, as well as providing detailed policies for managing growth and change, safeguarding the environment, meeting the challenge of climate change, securing good design in developments, and identifying specific proposals for the use of land in the borough.
- 3.2. The Local Plan also has an important role in translating any corporate strategy into a spatial vision for the borough, along with guidance to assist in delivering that vision.

Reasons for a new Local Plan

- 3.3. The council has a statutory duty to review its Local Plan every 5 years. Work is therefore underway to progress preparation of a new Plan for the borough, informed by a review of the current suite of adopted Local Plan documents. This will ensure the council continues to maintain an up-to-date and robust framework for managing new development and coordinating investment across Lewisham.
- 3.4. The current Local Plan has helped the council to secure and deliver significant investment in homes, jobs and infrastructure. Most of the key strategic sites identified by the Plan for development now have planning permission or have started/completed build out. A new overarching strategy is therefore required to ensure that current and future local needs, such as for housing and business floorspace, can be accommodated in appropriate locations. For

sustainable community development it is vital that such needs are met in a coordinated rather than piecemeal manner.

- 3.5. Furthermore, the Local Plan is required to be in line with national and regional planning policy. Crucially, there have been significant changes in this higher level policy landscape since the Plan was adopted. The new National Planning Policy Framework (NPPF) and its associated guidance were published in July 2018. Together these help give effect to the Government's proposals set out in the Housing White Paper ("Fixing our broken housing market"). In addition, the current London Plan, which came into force in March 2016, is now proposed to be replaced. The draft new London Plan was published in December 2017 and is due to go to examination imminently, with its adoption scheduled for summer 2019. Lewisham's strategic housing target will significantly increase in the light of these higher level policies.
- 3.6. The new Local Plan provides a timely opportunity to reconsider the borough's overall development strategy in light of the aforementioned issues and policy changes, particularly in a manner that confidently aligns with the latest corporate strategy and key priorities across the council.

4. Local plan programme

- 4.1. The following section discusses progress on the preparation of the new Local Plan. It summarises information previously reported to the Sustainable Development Select Committee in December 2017 along with key programme updates since that time.
- 4.2. A decision to undertake a review of the adopted Local Plan was taken in 2015. An initial public consultation was subsequently carried out in October 2015. Residents, community groups and other stakeholders were invited to identify the main issues affecting the borough and matters that should be considered in the Plan. Following this early stage consultation the Plan's preparation was put on hold owing to a number of reasons including: political uncertainty, new and proposed changes to planning legislation and the need to prioritise other policy work, such as the Gypsy and Traveller Local Plan.
- 4.3. Whilst there remain some uncertainties in terms of the context for plan making locally (e.g. whether the draft London Plan will be found sound at examination) work has recommenced to ensure the council satisfies the new legal requirement to review its Local Plan every 5 years.

Timetable / Local Development Scheme

- 4.4. The timetable for preparing the Local Plan is set out in the council's adopted Local Development Scheme (LDS). The latest LDS was approved by Mayor and Cabinet on 10th January 2018. It commits the Council to progressing the plan to the following key milestones: public consultation on a draft Local Plan early 2019; submission of the draft plan to Secretary of State for independent examination early 2020; and adoption by council late 2020.

- 4.5. Officers will seek approval from Mayor and Cabinet and Full Council to proceed to public consultation on the emerging draft Local Plan, as well as to endorse the final Local Plan for formal adoption.
- 4.6. The new LDS was prepared to ensure the council was in a position to respond to anticipated changes in the higher level policy framework. Whilst the NPPF has now been published there is some uncertainty with respect to the future status of the draft London Plan. In the case of the latter, the programme has slipped (in part owing to the significant amount of representations made to the consultation draft) and there remains uncertainty as to whether the plan will pass examination, as it is a 'new' plan with growth targets and proposals that depart significantly from the current spatial development strategy for the Capital.
- 4.7. The council will need to monitor this situation closely and consider any implications for the work programme, particularly as the Local Plan is required to be in general conformity with the London Plan.

Scope of the new Local Plan

- 4.8. Lewisham's current Local Plan consists of a package of documents. These form the council's statutory development plan, alongside the London Plan and any future neighbourhood plans prepared by community groups. Currently, the Local Plan includes:
 - The Core Strategy (2011)
 - Site Allocations (2013)
 - Development Management policies (2014) and
 - Lewisham Town Centre local plan (2014).
- 4.9. The new Local Plan will bring the first 3 documents into a single, updated plan. The Lewisham Town Centre local plan will remain as a standalone document and it is anticipated that a review of this plan may be necessary once there is greater certainty around the Bakerloo Line Extension and future development sites in the town centre.

5. Key opportunities and challenges

- 5.1. The new Local Plan will play a central role in helping to deliver a 'Lewisham for the many' by setting the strategic basis for managing development and coordinating investment in our local communities. However in context of a rapidly evolving policy landscape along with continued pressure from the development industry, there are key challenges that the Plan will need to address to deliver positive outcomes throughout the borough. A few examples are set out below.

Housing targets

- 5.2. Housing delivery, including new affordable housing, remains one of the most pressing matters for the new Local Plan. Whilst the council has a good record

of delivering new homes and has regularly exceeded its housing target, changes in national and regional policy will amplify challenges in this respect, most notably:

- The draft London Plan sets a 50% increase on the borough's housing target (from 1,385 to 2,117 units annually) – more than 20,000 new homes over 10-years; and
- The Government's proposed housing target for the borough, which is indicatively set at 3,181 units annually, may need to be taken into account. The Government has indicated that the draft LHN figure for Lewisham (3,181 units annually) will be subject to review and potential revision in autumn 2018.

Housing Delivery Test

- 5.3. The Government's new Housing Delivery Test (HDT) takes effect in November 2018 and introduces tough sanctions on authorities who are not delivering on their housing targets. The HDT assesses performance on housing delivery against the Borough's strategic target, for the preceding 3 years. Whilst Lewisham has a strong record of delivering new homes, exceeding its targets by some 3,500 units since the Core Strategy (2011) was adopted, the test does not recognise the full extent of this past performance. The HDT will exert greater pressure on the council to deliver an uplift in housing, particularly given the revised targets above.
- 5.4. There has been a fair amount of public criticism of the HDT, questioning why local authorities should be held to account for housing delivery when they have limited control in this respect. Indeed, local authorities can use powers to prepare local plans, allocate land for housing and issue planning consent, but it is landowners and industry that are largely responsible for new homes and controlling the rate of delivery. There is some recognition that industry has a role. In line with the forthcoming Letwin "Build Out Review", which is due to be published ahead of the Autumn 2018 Budget, the Government has indicated it will consider options for giving local authorities more powers to drive build outs.
- 5.5. There are transitional arrangements in place for the test so that the presumption in favour of sustainable development will be applied when the HDT shows that delivery falls below 25% in 2018, 45% in 2019 and 75% in 2020 and thereafter.
- 5.6. Even if the presumption is not applied, there are still punitive measures where delivery falls below 95% (preparation of an action plan "to address causes of under-delivery") and below 85% (additional 20% buffer on the 5 Year Housing Land Supply). The latter measure is particularly challenging to manage, and in the past has only been applied to authorities with a record of persistent under-delivery.

- 5.7. Scenario testing for the HDT (based on projected completions) indicates that the Council is unlikely to be at risk of the presumption on the current London Plan target (1,385 units). However, this target will only be in place, at best, over the very short term until such time it is replaced by the draft London Plan target around 2020.
- 5.8. The HDT situation (based on projected completions) is also relatively good with the respect to the draft London Plan target (2,117 units), although evidence suggests that by 2022 the Council may intermittently fall below the 75% threshold.
- 5.9. Expectations on the HDT scenarios against the draft London Plan target also need to be tempered, given the Borough's historic delivery rate of roughly 1,500 net units annually over the last 5 years. Officers are also concerned by the draft figures for this monitoring year (1st April 2017 to 31st March 2018), which show approximately 490 net units completed, well below the historic annual average. There have also only been 403 net units approved this monitoring year. This is about 1,600 lower than the historic annual average for the last five years.
- 5.10. Completions and approvals can fluctuate over time and there are signs that the completions and approvals may return to healthier levels in the next monitoring year as: a number of schemes have been completed since the end of this monitoring year and other schemes are currently nearing completion; a number of major sites had been held up with section 106 negotiations but have now been approved since the end of this monitoring period; there is currently a significant amount of pre-application discussions; and an expectation that a number of large schemes will submit both new and revised applications in the near future.
- 5.11. However, should these lower than normal completions and approvals continue it is likely that they will have a significant impact on HDT for future years. It is also worth noting that the lower than normal completion for this monitoring year will have an impact on the amount of revenue raised through Council Tax, CIL and the New Homes Bonus.
- 5.12. The Local Plan will need to respond to the challenges of meeting housing need whilst ensuring any new development is appropriate to its location.

Other Uses

- 5.13. The plan is also looking to deliver between 39,000 – 48,000 square meters of new retail floorspace, as well as 14,000 – 19,000 square meters of new employment floorspace (based on latest available evidence, and figures may be subject to change). With current trends in the retail market we may have to take a more flexible approach to retail policies to future proof our town centres and ensure their continued vibrancy.

Supporting infrastructure

- 5.14. This new development alongside the new homes proposed will need to be supported by infrastructure, delivered in a way that secures inclusive, distinctive and well-functioning communities. This will ensure there are a range of opportunities for residents to access training and jobs, as well as workspace for local businesses to grow and prosper, and to provide the services and facilities that are required to support local communities.

Lewisham's places

- 5.15. The new Local Plan proposes a strengthened focus on Lewisham's places, to ensure that development is positively managed with communities over the long-term for the benefit of all. The new Local Plan provides an opportunity to revisit the strategic approach to place-making locally, and to build upon the local distinctiveness of Lewisham's places. Through proactive consultation with local communities, the local plan process will enable communities to help shape the future of their borough.

6. Progress update

- 6.1. The following section provides more detailed information to supplement the Local Plan programme update set out in Section 4 above.

Member briefings

- 6.2. Following the local elections in April officers from the Strategic Planning Team have facilitated three All Member Briefing sessions on the new Local Plan. The sessions were held on 9th July, 17th July and 15th October 2018 respectively. They provided Members with an overview of the Local Plan and an opportunity to engage in the early stages of the Plan's preparation.
- 6.3. The first session focused on the plan making process and some of the key challenges and opportunities arising through the plan review, as summarised in Section 5 above. The second session set out the 'direction of travel' on the new plan and potential broad strategic options for the spatial strategy. The third session set out our draft strategic objectives, our approach to character led growth and detail on our emerging draft spatial strategy. All sessions have been well attended, with a number of questions and issues raised and debated in the round.
- 6.4. Officers expect to continue engaging with Members throughout the course of the Local Plan's production, both through briefings and more formally through the Key Decision process.

Evidence gathering

- 6.5. In order to pass independent examination local plans are required to meet prescribed 'tests of soundness' as set out in the NPPF. This includes that they must be 'justified' by evidence. The process of plan making therefore involves a significant amount of information gathering at the front end of the process.

This information is then used to set policy options and preferred approaches for the plan going forward.

6.6. Accordingly, much of the work on the Local Plan to-date has focussed on the preparation of the council's technical evidence base. This includes in-house research along with the commissioning of specialist studies, most of which have now been published online, completed in draft format or are in preparation. The following provides a snapshot of some of the key studies and research comprising the evidence base:

- **Strategic Housing Land Availability Assessment (SHLAA)** – led by the Greater London Authority in partner with the London boroughs, this study investigates the indicative capacity of potential development sites for housing in Lewisham and elsewhere, and has informed the draft London Plan housing targets.
- **Site portfolio work** – building on the SHLAA work above, in-house research is being undertaken to create a portfolio of potential development sites to be considered for inclusion in the Local Plan. This will include sites identified by the public through a 'call for sites' consultation currently underway. We will also be working with our colleagues from strategic housing and regeneration to identify any additional sites that will contribute to delivery of housing.
- **Lewisham Strategic Housing Market Assessment (SHMA)** – an update to the council's previous SHMA carried out jointly with the south-east London boroughs, and to supplement the latest pan-London SHMA, this study provides a local analysis of housing need in terms of type, tenure and size of housing, as well as the need for affordable housing and needs of specialist groups.
 - Specifically, the SHMA provides a review of national and regional policy context, uses secondary data and a stakeholder survey to consider the main features of the current housing market in Lewisham including house price and rental trends, migration and travel to work patterns, a review of the housing stock and analysis of tenures (owner occupied, private rented, and affordable housing). The main outputs of the study are to identify the future need for all types of housing including tenure split, affordable housing and for households with specific requirements (students, older people, people with disabilities) as well as to establish a preferred dwelling type and mix for future developments within the borough.
 - Arc4 were commissioned to carry out a SHMA in June 2018. Their draft report was submitted to us in mid-September and it is anticipated that a final report will be completed by late November/early December 2018.
 - This project is a collaborative effort between two Council teams: Strategic Planning Team and Strategic Housing. Two officers from each team form the steering group that has been set up to oversee the project and in particular to: comment on the scope

of the project and the consultants brief, evaluate the quotes received, meet with the consultants at inception stage and to discuss draft findings, make comments on the draft SHMA, circulate and publicise the SHMA and incorporate the findings of the final report into Council policies, for instance the Local Plan

- **Lewisham Character Study** – An urban characterisation study which analyses the form, character and special attributes of the borough, and will be central to underpinning the place-shaping direction and policies of the new Local Plan.
- **Area Frameworks** – the council has commissioned work on the Catford Town Centre Master Plan and New Cross Area Framework, both of which will help to identify opportunities for area regeneration and improvements, and be given effect through the new Local Plan.
- **Retail Capacity Study** – assesses performance of the borough's town centres and provides an indication of future need for retail floorspace over the plan period, which the Local Plan must address.
- **Employment Land Study** – assesses future requirements for employment land and floorspace over the plan period and provides an audit of all designated employment sites in the borough, to help inform policy options for managing the borough's industrial land stock.
- **Open Space Study** – provides an audit of the quantity and quality of open space in the borough and will be particularly useful to inform land use designations and interventions in areas of identified deficiency.
- **Strategic Flood Risk Assessment (SFRA)** – an update to the existing SFRA which will ensure that the latest available baseline information on flood risk is used to inform plan making and decision taking.
- **Infrastructure Delivery Plan** – developed in liaison with key infrastructure providers (both internal and external) this document sets out the infrastructure that is required to support the levels of planned growth in the borough, along with information on funding and delivery, and is regularly reviewed and updated.
- **Sustainability Appraisal / Strategic Environmental Assessment** – these social, economic and environmental assessments are a statutory requirement which are carried out iteratively throughout the plan process.

6.7. All evidence base documents will be made publicly available as appropriate (accessible on the council's planning webpages) as they are finalised. The evidence base will be published alongside the submission Local Plan and be subject to scrutiny through the independent examination process.

Policy monitoring and review

6.8. Given the breadth of new and emerging changes in national planning legislation and policy, as well as regional policy, officers have committed significant resources to reviewing and understanding implications of these changes. This is particularly in respect of future strategic housing requirements / targets and implications of the Government's new Housing Delivery Test (HDT), which have key implications both for plan making and decision taking on applications.

7. Financial implications

7.1. At this stage there are no direct financial implications arising from this report.

8. Legal implications

8.1. At this is an information item there are no direct financial implications arising from this report.

9. Crime and disorder implications

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

10. Equalities implications

10.1. Lewisham's Comprehensive Equalities Scheme (CES) 2012-16 describes the Council's commitment to equality for citizens, service users and employees. The CES is underpinned by a set of high level strategic objectives which incorporate the requirements of the Equality Act 2010 and the Public Sector Equality Duty:

- Tackle victimisation, harassment and discrimination
- To improve access to services
- To close the gap in outcomes for citizens
- To increase understanding and mutual respect between communities
- To increase participation and engagement

11. Conclusion

11.1. The Committee is asked to note the content of this report setting out an update on work being undertaken by officers. If you have any questions about this report please contact David Syme, Strategic Planning Manager david.syme@lewisham.gov.uk

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Housing Select Committee			
Title	Private Sector Housing Assistance Policy		
Key decision	Yes	Item no	7
Wards	All		
Contributors	Executive Director of Customer Services Head of Law		
Class	Part 1	31 st October 2018	

1 Summary

1.1 The current Housing Assistance Policy was originally adopted by the Council in April 2006 and amended in March 2012. Since it was amended there have been some policy and operational changes and it is considered necessary to refresh and amend the policy in light of these.

1.2 The proposed updated policy covers the following areas:

- The changed legislative framework
- The closure of the Council's Handyperson Scheme
- Removal of the Greater London Authority's (GLA) funding for bringing empty homes back into use
- The Council's housing-related response to the NHS England's document "The Integration and Better Care Fund planning requirements for 2017-19", which gives more discretion on how the better care fund can be used
- The 2018 minimum level of energy efficiency standard required to let domestic property under the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015.

2 Purpose of the report

2.1 The purpose of this report is to outline to Housing Select Committee the proposed refreshed Housing Assistance Policy

2.2 Following consideration by HSC, the proposed changes outlined in the report will be heard at Mayor and Cabinet, with the recommendation that the changes are approved.

3 Recommendation

3.1 It is recommended that:

- Housing Select Committee note the report and the proposed Private Sector Housing Assistance Policy, as set out in Appendix A.
- Provide any comments for inclusion in the Mayor and Cabinet Report.

- Approval is sought from the s75 group for the current Discretionary Disabled Adaptations Loan (DDAL) and Fast Track Disabled Facilities Grant to be funded by the Better Care Fund (BCF) for Disabled Facilities Grant (DFG) rather than the Council's capital programme budget.
- The Head of Strategic Housing Services be given delegated decision making authority to approve future changes to this policy.

4 Policy Context

- 4.1 Delivery of the Council's Private Sector Housing Assistance Policy contributes to the achievement of the Council's corporate priorities, including:
- Decent Homes for All – by investment in providing units of affordable housing and improving housing conditions
 - Safety, Security and Visible presence – by providing grants that include improving home security measures
 - Caring for adults and vulnerable people – by helping fund disabled adaptations to support people to continue to live as independently as possible within their community.
- 4.2 The council has an obligation to provide mandatory Disabled Facilities Grants (DFGs) under the Housing Grants, Construction and Regeneration Act, 1996. Under the Regulatory Reform (Housing Assistance) Order 2002 the council has discretion to provide additional grants and loans.
- 4.3 Empty Homes Grants are one of a range of options to help bring long-term empty properties (empty for more than 6 months) back into use for homeless families. These save the Council £5,000 per annum per letting for any property available as an alternative to B&B. Bringing empty homes back into use also helps the Council maximise its New Homes Bonus. In 2017, the pot of funding provided by the Greater London Authority (GLA) to bring empty properties back into use has come to an end. In light of this capital funding was approved for an additional £200,000 for this programme for the two years 2017/18 and 2018/19.

5 Background

- 5.1 The Private Sector Housing Agency (PSHA) has responsibility for improving housing conditions in the private housing sector in the borough. The key aims of the housing assistance policy are to:
- Improve health outcomes and promote independent living
 - Delay and reduce the need for long term care and support
 - Improve the sustainability of private sector homes
 - Bring empty properties back into residential use
 - Work collaboratively to support the Council's mandatory and additional licensing in scheme and improve poor housing conditions within the private rented sector.
- 5.2 Grant and loans assistance help residents to live safely and independently and contributes to a well maintained private housing sector across the borough. This increases housing choice and customer

satisfaction; contributes positively to the health and well-being of local residents; supports customers to remain in their own homes; helps to maximise supply and promotes the development of a minimum set of standards for residential letting within the private sector.

5.3 There are four main grants and loans schemes that are administered by Lewisham Council:

Disabled facilities grant and discretionary disabled adaptations loan. This enables households to access grant and loan money to adapt their homes to meet a disabled person's needs.

Home repairs grants and loans. This helps residents fund essential repairs to their home, bringing them up to a decent homes standard. A resident is able to access a small grant, and further apply for a loan for a combined total of £30,000.

Private landlord grants to improve private rental sector properties

Empty homes grants to bring empty homes into use

During 2017/18, the council provided loans, grants and other assistance to improve around one hundred homes in the borough. Seventy two disabled facilities grants and 22 home repair grants were provided. These included providing stairlifts and ramps to help minimise the risk from falls on the stairs and on the level. The impact of these adaptations improves safety and wellbeing and prevents falls which would otherwise require urgent transfer to acute hospital care.

5.4 Ambitious plans are being developed going forward to better promote and targets these grants and loans to customers in most need and to streamline the process making delivery quicker for customers to reduce any risk to them from falls, for example.

5.5 Key amendments are being proposed to make it easier for grants and loans to be administered, and to re-balance the level of grant and loan assistance available given increased costs in completing work since the policy was last amended in 2012.

6 Key amendments contained in the revised Policy for discussion

6.1 Minor changes have been made to the Policy document that was produced in March 2012. All proposed changes to that 2012 Policy are now set out as a summary in Appendix B and are now assimilated within the proposed refreshed Policy document at Appendix A. Members will see that there are five key changes that officers would like to highlight to Members of Housing Select Committee.

6.2 Changes to the refreshed Policy document are set out in full in Appendix B. There are four key changes to highlight to members of Housing Select Committee:

- 6.2.1 Following the closure of the Handypersons Scheme in July 2017, which provided a service for older and disabled residents to carry out small jobs around the home, reference to this service has been removed from the policy. Members can note that a handyperson service is provided by Lewisham Homes.
- 6.2.2 It is proposed that the level of grant available under the home repairs grant is increased from £3000 to £5000. This increase is to reflect the increase in costs of minor works (including boiler replacement) between 2012 and the present day. The total amount made available through the grant and loan will remain unchanged, at £30,000, meaning the loan is now up to £25,000. Under the current policy, the cost of some minor works (for example a boiler replacement) needs to be split between a grant and loan application. This increases the time taken to administer the applications and carry out the work. By increasing the grant element, a range of minor works can be completed within the grant maximum of £5000.
- 6.2.3 It is proposed that the current Discretionary Disabled Adaptations Loan (DDAL) be funded by the Better Care Fund (BCF) for Disabled Facilities Grant (DFG) rather than the Council's capital programme budget. It is also proposed that the loan available is increased from £15,000 to £30,000 to take into account the cost of extensions/adaptations to meet the complex needs of disabled children and adults. The average extension adaptation costs around £47,500 and enables the vulnerable child or adult to participate as fully as possible in family life.
- 6.2.4 It is also proposed that key equipment to help clients live independently in their home is fast tracked, including where the individual needs urgent work undertaken to enable a discharge from hospital stairlifts and ceiling track hoists can prevent falls from a height - it is proposed that these are expedited through a discretionary Fast Track Disabled Facilities Grant (FTDFG), also funded by the BCF. A key change is that where an application is expedited under this proposed policy, a means test will be waived. The reason for this is two-fold –
- It is underpinned by research and advice provided by the Royal Society for the Prevention of Accidents (RoSPA) that “the most serious falls take place in the home, with the kitchen and staircases being the most common. In fact, 60 percent of deaths results from accidents on stairs, so this is an issue that needs to be talked about more”, and
 - long delays are often experienced in waiting to receive clients' financial evidence to support their application. By removing the means test, assistance can be provided to help disabled residents with funding to install a stairlift quickly without the need to go through the Mandatory Disabled Facilities Grant (DFG) process and financial means test. The context for these two proposals is set out below.

Supporting evidence for proposed change: stairlifts and ceiling track hoists

6.3 Between the 1st April and 31st August 2018, the Council approved 10 disabled facilities grants to help residents fund a stairlift at their property. Out of the 10 applicants, only 3 needed to make a financial contribution towards their grant work; two contributed less than £300 and one resident contributed £718.37. One grant was approved for a ceiling track hoist over the same period and the applicant did not need to make a financial contribution. The time taken to complete a thorough means test required by the existing policy is quite substantial in many cases and can lead to customers abandoning the process as collecting all of the required financial evidence can be time consuming and difficult for many customers especially those who are elderly and frail.

6.4 Under the proposed changes none of these residents would be been put through the financial means testing and these would have been helped with these installations more quickly.

6.5 As at 30th September, the PSHA had 46 open cases where an application or financial evidence is still outstanding. Of these cases, a fast track DFG could help fund 14 stairlifts and 6 ceiling track hoists.

6.6 Delegated decision-making

Given the increase in costs over time and minor amendments that may be needed following review from time to time, it is requested that Head of Strategic Housing Services be given delegated decision making authority to approve future changes to this policy. The service will bear in mind responsibilities to consult with wider stakeholders where this is needed.

7 Legal implications

7.1 The Council is a public authority under the Human Rights Act 1998. The Council is required therefore to act compatibly with the convention rights in the exercise of their functions.

7.2 The Regulatory Reform (Housing Assistance) England and Wales) Order 2002 confers on local housing authorities in England and Wales a power to improve living conditions in their area. The power enables an authority to provide assistance to any person for –

- “a) the acquisition of living accommodation, where the authority wish to purchase a person’s home or as an alternative to adapting, improving or repairing it;
- b) the adaptation or improvement of living accommodation (including by alteration, conversion, conversion or enlargement, and by the installation of things or injection of substances);
- c) the repair of living accommodation;
- d) the demolition of buildings comprising or including living accommodation;
- e) the construction of replacement living accommodation to replace living accommodation that has been demolished....

Authorities are empowered to require the provision of information and evidence for the purposes of, or in connection with, the power (Art. 6).”

7.3 The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

7.4 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.

It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed at 12.2 above.

7.5 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

7.6 The Equality and Human Rights Commission has 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: <https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

7.7 The Equality and Human Rights Commission (EHRC) has previously issued

five guides for public authorities in England giving advice on the equality duty:

- [The essential guide to the public sector equality duty](#)
- [Meeting the equality duty in policy and decision-making](#)
- [Engagement and the equality duty: A guide for public authorities](#)
- [Objectives and the equality duty. A guide for public authorities](#)
- [Equality Information and the Equality Duty: A Guide for Public Authorities](#)

7.8 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: <https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

8. **Financial implications**

8.1 The Council's capital budgets and spend on the Private Sector Housing Assistance Policy over the last 4 years is set out below.

Year	Budget	Spend as at year-end
2015-16	DFGs £700,000 Discretionary £600,000	DFGs £764,026 Discretionary £458,025
2016-17	DFGs £989,053 (An allocation of £1,053,080 less an overspend of £64,027) Discretionary £741,975	DFGs £920,315 Discretionary £155,904
2017-18	DFGs £1,322,033 (An allocation of £1,146,853, an additional allocation of £106,443 plus an underspend of £68,737) Discretionary £1,186,070	DFGs £812,696.75 Discretionary £249,823.47
2018-19	DFGs £1,749,960.76 (An allocation of £1,240,624 plus an underspend of £509,335.80) Discretionary £1,266,247.70 (An allocation of £600,000 plus an underspend of £936,247. less a transfer of £200,000 to Tackling Empty Homes and £70,000 to the Cash incentive Scheme)	N/A

8.2 It is proposed that the level of grant available under the home repairs (HRG) is increased by £2k from £3,000 to £5,000, which is to recognise

the increase in costs of minor works between 2012 and the present day. The total amount made available through the grant and loan will remain unchanged, at £30,000, meaning the loan amount will reduce to £25,000 (from £27k). In addition, it is also proposed to clarify and update the eligible professional fee charges applied by the service.

8.3 Increasing the level of home repairs grant will potentially result in increased demand to the capital budget to make-up for the reduction in client contributions through the repayment of the loan amount.

8.4 However, it is felt that the resources as currently allocated are sufficient to cover this potential shortfall.

8.5 The DFG is now part of the Better Care Fund (BCF). Plans for use of the BCF are agreed between the Council and the CCG through the s.75 Agreement Management Group. The proposals for variations in use of the DFG will need to be considered by this group and their approval will be necessary for the Grant to be used as described in this report. The Group meets next on 4th December 2018.

8.6 All loans are registered as a charge on the affected property with HM Land Registry and must be repaid if the property is disposed of, or if any other loan condition is not complied with.

9. Crime and Disorder Implications

Poor housing conditions and empty properties are likely to attract and increase anti-social behaviour and crime. Improving housing standards and bringing empty homes back into use as residential accommodation should have a positive effect on crime and disorder.

10. Environmental implications

Bringing empty properties back into use and improving homes, particularly externally help to improve the Street Scene and encourages other owners in the vicinity to maintain and improve their own properties. The proposed Accredited Landlords Assistance and Empty Property Grant and Loan includes work to bring the property up to at least EPC rating of 'E' will support the delivery of the Council's Sustainability Strategy. It will also support accredited private sector landlords to achieve the minimum standard set out in the Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015 if their property does not already meet this standard. All homes let under a new tenancy to new or existing tenants have to meet the minimum standard from April 2018, it effects all private rented properties whether or not they are let under an existing tenancy from April 2020.

11. Equalities implications

A majority of grants and loans are awarded to improve the housing standards occupied by elderly and vulnerable households who are in the greatest financial need.

The fast track DFG would enable disabled people who are having difficulty managing the stairs or indeed currently receiving support to get upstairs to be able to safely move between the levels in their home between bedroom, bathroom and ground floor level. Ceiling track hoists will enable children and adults to move around their home more easily to enable safer transfer and bathing.

The provision of Empty Property Grants enables the Council to support the owners of long-term empty properties to bring them back into use as temporary accommodation to meet local housing needs. The proposed Empty Property Loan will support empty property owners to bring them back into use for their own occupation, or letting in the private rental property market thereby supporting good quality accommodation in this marketplace.

12. Conclusion on key changes for discussion

Increasing the amount provided through Home Repairs Grants (HRG) together with the extended grant condition term would allow the Council to help its residents with smaller scale improvements that cost in excess of £3,000 whilst still being able to recover funding through the current 5-year grant condition period.

Providing a Fast Track DFG will help disabled applicants needing a stairlift or ceiling track hoist to have the equipment installed more efficiently than through the mandatory DFG process and help those needing to be discharged from hospital to have urgent work undertaken to enable them to leave hospital and live more independently at home within their community.

Appendices

- Appendix A – Proposed revised Housing Assistance Policy – October 2018
- Appendix B – Summary of 2018 changes

For any further information please contact Stephanie Bollen Hickman on stephanie.bollenhickman@lewisham.gov.uk or on 0208 314 6227.

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**PRIVATE SECTOR HOUSING
HOUSING ASSISTANCE POLICY 2006 (as amended March 2012)
REFRESH DRAFT – October 2018**

Draft for consideration at Housing Select Committee 31/10/18

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1. Principles of housing assistance

Lewisham Council values the private housing stock as an asset for the people of the borough and like any asset it needs to be maintained and preserved for future generations of residents. The Council's view is that the primary responsibility for maintaining the private sector stock lies with owners. However, the Council recognises that there are many households who are unable to maintain their homes because of age, disability, lack of resources or lack of knowledge. The Council's policy therefore seeks to help these households through providing targeted financial assistance, practical support and advice.

1.2 The legal framework

The Regulatory Reform (Housing Assistance) Order 2002 ("The RRO"), which came into force on 18th July 2002, introduced a general power enabling councils to provide assistance to residents and landlords in order to repair, improve or adapt living accommodation. This policy document sets out how Lewisham Council uses the general powers to target financial and other forms of assistance to the private housing sector in support of its overall Housing Strategy. With the exception of Disabled Facilities Grants, which are mandatory, the amount of assistance provided in each year will depend on the level of resources available.

Disabled facilities funded by the Better Care ¹Fund

All local authority areas are required to set out in their plans 2017-19 how the Disabled Facilities Grant (DFG) funding will be used over the two years. Since 2008-09, the scope for how DFG funding can be used has been widened to support any LA expenditure incurred under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO). This enables authorities to use specific DFG funding for wider purposes.

This discretionary use of the funding can help improve delivery and reduce the bureaucracy involved in the DFG application process, helping to speed up the process. For example, local authorities can use an alternative means test, increase the maximum grant amount, or offer a service which rapidly deals with inaccessible housing and the need for quick discharge of people from hospital.

2. Priorities for action

2.1 Aims of the policy

It is vital to ensure that the Housing Assistance Policy fits into the wider national and local perspectives. The policy is underpinned by the Council's vision "to make Lewisham the best place in London to live, work and learn", and also supports key objectives contained within the Council's Housing, Wellbeing and Sustainable Community strategies. The key aims of the policy are to:

- improve health outcomes and promote independent living
- delay and reduce the need for long term care and support
- improve the sustainability of private sector dwellings within Lewisham
- bring empty properties back into residential use.
- work collaboratively to support the Council's mandatory and additional licensing scheme and improve poor housing conditions within the private rented sector.

¹ Source – Sections 33 and 34 of the Integration and Better Care Fund planning requirement for 2017-19

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These principles help ensure residents stay in their homes, for as long as they wish to and preserves a fully maintained housing stock. In turn, this increases housing choice, helps maximise supply and promotes the development of a minimum set of standards for residential letting within the private sector.

2.2 Improving health outcomes

The link between poor health and poor housing conditions is well known. Poor housing conditions have a detrimental effect on resident's health outcomes. Addressing housing conditions can have a direct impact on morbidity and mortality outlooks. This in turn helps people improve their economic conditions, and the resulting impact on health budgets and allows residents to play a more active part in the community.

2.3 Improving housing stock sustainability

The private sector stock condition survey 2010, estimated that 47% of the private sector stock was constructed before 1919, with 22% built before 1945. This is significant as older housing stock tends to have more problems as it ages, especially where routine or urgent maintenance has not taken place. Potential hazards can occur and can result in a run-down appearance, leading to disinvestment and substantial repair costs. The Council seeks to transform and revitalise local neighbourhoods and this policy aims to help deliver this key objective in a number of ways;

- by repairing homes in poor condition and improving local neighbourhoods, ensuring good quality private sector stock for current and future generations.
- by bringing long term empty homes back into use, with an emphasis on creating additional good quality housing for homeless households, removing eyesores and the associated anti-social behaviour they attract, supporting community safety and encouraging re-investment.
- and by helping to deliver a “clean, green and liveable” borough through housing repair and maintenance and the use energy efficient and sustainable technologies.

2.4 Helping improve the Private Rented Sector

With the increasing cost of home ownership and the demand outstripping supply for affordable homes especially within the social housing sector, many residents and the Council itself have to rely on private sector rented accommodation to meet housing needs. From this, it is important to note that the sector itself grew by 10% between the census undertaken in 2001 and 2011, presenting the most dramatic change across all tenure types within the borough.

The private rented sector within Lewisham has a large number of Houses in Multiple Occupation (HMO), in addition to self-contained accommodation. A HMO is defined as a building occupied by more than one household where there is a degree of sharing of facilities. Many of the borough's residents live in this type of accommodation, and the Council in addition to its mandatory licensing scheme have an additional licensing scheme to ensure the poorest properties in the private rental market are safe, meet the legal standards and are properly managed.

This work is undertaken by the Council's Private Sector Housing Agency (PSHA) and this policy will provide collaborative support and partnership, by encouraging accredited operators, who work hard to provide and let good standards of accommodation, license in a timely

manner and manage in a professional way. This will help ensure and maintain a supply of safe, good quality, well managed and free of hazards, private rented homes.

2.5 Bringing properties back into use

As at October 2016, there were approximately 1,692 privately owned properties which had been empty for 6 months or more. Many of these are derelict or problematic eyesore empty properties that cause concern, blight local communities and neighbourhoods. They also attract anti-social behaviour, crime, vandalism and arson. The Council has a dedicated team, who look to provide tailored solutions to help empty property owners bring their property back into residential use. This policy will shore up the work of the team and support those owners who want to work with the Council and take positive action to bring their properties back into use.

3 The Housing Assistance Policy in context

3.1 Housing Strategy

The policy supports Lewisham's Housing Strategy to 2020 - four key principles and the work of specialised teams within the Private Sector Housing Agency (PSHA) will be directly responsible for delivering the Council's aims;

- **Building the homes our residents need** - by bringing long term empty property back into residential use wherever practical, to ensure an on-going supply and by the creation of new additional homes, through the conversion of empty commercial use properties.
- **Promoting health and wellbeing by improving our residents' homes** - Vulnerable residents will have access to advice, assistance and support to receive a tailored solution to adapt, repair and improve their home environments and safeguard their improved health outcomes.
- **Greater security and quality for private renters** – We will work collaboratively to support good landlords to manage to high standards and help to provide a good supply of safer, healthier and more energy efficient private accommodation. By offering various incentives such as accreditation, loans and grants and advice.

Although responsibility for maintaining private sector housing stock will continue to lay with owners, through this policy the Council will provide a borough wide comprehensive package of assistance initiatives for private sector residents in the greatest need.

3.2 National policy

A key aim of the policy is to support the national emphasis on making homes free from the potential risks and hazards, especially category one hazards that affect vulnerable households. The policy also supports a number of other national agendas, such as bringing long term empty homes back into residential use. Both of these areas are further supported by yearly targets agreed by the Council that ensures this work remains a priority. Another key feature is more integrated working, especially through the introduction of the Better Care Fund. This will cement integrated working practices between health, social care and housing to best serve disabled and vulnerable residents.

4. Policy implementation plan

4.1 Policy review, Consultation and emerging issues

The original policy agreed by Mayor and Cabinet in April 2006 had been the subject of a significant amount of consultation. The policy was amended in March 2012 with this refresh undertaken in October 2018. The policy document will be reviewed every 2 years. An earlier review will be considered, if there is a change in primary legislation or as a result of a change in anticipated resources. The Council may from time to time introduce new forms of assistance or withdraw existing forms of assistance. If this happens, details will be provided in a document that will supplement this one.

5. Delivery of the policy

This policy relates to the work undertaken by the teams within Private Sector Housing Agency (PSHA) being:

- The Housing Assistance Team
- The Empty Property Team
- Housing Licensing and Enforcement Teams

5.1 The Housing Assistance team

The Housing Assistance Team is a service that administers, manages and approves all applications to the Council for mandatory disabled facilities grants (DFG) and discretionary repair assistance (grants and loans). The service also helps eligible home owners, private tenants with repairing obligations and accredited landlords who want to manage the works themselves, apply for assistance to carry out adaptations, repairs and improvements.

In addition, the team can provide project management services for a fee to older and vulnerable applicants who may not be able to manage the repairs or disabled facilities grants process themselves.

5.2 The Housing Licensing Team and Enforcement Teams

The Housing Licensing and Enforcement teams' functions are aimed at improving and maintaining basic standards in private rented housing within the borough's boundaries and bringing empty properties back into use as residential accommodation. The teams provide support and advice to landlords, inspect rented single family homes and houses in multiple occupation and manage and administer the Council's mandatory and additional licensing schemes. The teams undertake enforcement action against landlords and rogue operators that flout the law and put residents within their homes at risk.

All teams work collaboratively to provide dedicated services to residents and help undertake the adaptation, repair, improvement and maintenance of private sector housing stock and to ensure the best possible outcomes for tenants and homeowners living in private sector housing.

6. Property standard to be achieved

Repair and maintenance remains the responsibility of the homeowner. The Council wishes to assist those in greatest need help fund improvements so that homes in poor condition

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occupied by vulnerable households be hazard free and suitable for their individual needs. The Housing Act 2004 introduced the Housing Health and Safety Rating System (HHSRS) and this is the national housing standard evaluation tool the Council uses, to achieve improved conditions for private sector housing stock. This is done by assessing the risk to the health & safety of occupiers posed by certain specified housing related hazards.

Assessed hazards are banded Category 1 or Category 2 depending on the seriousness of the risk. Where Category 1 hazards are found the Council has a duty to require the owners to remedy the defect. If Category 2 hazards are found, the Council has discretionary power to require action where properties. For owner occupied properties, the Council uses the HHSRS as a pure assessment tool. All properties requiring assistance are surveyed and assessed, using these standards to identify defects and formulate methods of repair to remedy or remove the hazards found.

Properties as a minimum need to meet a minimum standard for housing and the Council will help those in greatest need to fund improvements that they will need to maintain over the longer term.

A decent home meets the following criteria:

- a) It meets the current statutory minimum for housing
There should be no Category 1 hazards
- b) It is in a reasonable state of repair
- c) It has reasonably modern facilities
- d) It provides a reasonable degree of thermal comfort.

However, for disabled households and empty homes there is an additional focus. Adaptation works for disabled households seek to improve the quality of life for the disabled resident and their home environment. For empty homes the focus is to bring all types of long term empty properties back into residential use wherever practical, and to also provide new additional homes through the conversion of commercial and other types of empty properties.

7. A Discretionary Policy

The provision of assistance under Lewisham Council's Housing assistance policy is, with one exception, discretionary. The exception is the Disabled Facilities Grant which the law says must be made in certain circumstances and is therefore a mandatory grant.

When considering applications for and the administration of loans and grants under its discretionary scheme, the Council will apply the provisions applicable to the various forms of assistance as set out in this policy document. However in exceptional circumstances and where the law allows, the Council may decide to exercise discretion by not strictly applying a provision or provisions relating to the particular assistance under consideration. Any decision to depart from the framework in this policy document will be made in accordance with the Council's scheme for decision making under its constitution.

8. The Range of Housing Repair Assistance

The full range of housing assistance available is set out below. The budgets for assistance are limited and applications will be awarded on a first come first served basis, to those meeting the eligibility criteria. The Council reserves the right to either withdraw or change the level of grant or loan assistance to take into account available funding.

To protect the Council's interest in all housing assistance approved, a repayment condition and associated charge where applicable will be placed on the recipient's property. The repayment terms, type of charge and duration is further explained under each type of assistance. The assistance has been grouped under eight headings as follows:

1. Disabled Facilities Grant
2. Discretionary Fast Track Disabled Facilities Grant
3. Discretionary Disabled Adaptations Loan (DDAL)
4. Housing Repair Grant
5. Housing Repair Loan
6. Emergency Home Repair Grant
7. Empty Property Funding
8. Private Landlord Grant
9. Help with Moving Grant

8.1 Disabled Facilities Grant (DFG)

This is a mandatory grant which the Council has a duty to provide, under the Housing Grants, Construction and Regeneration Act 1996 as amended. The provisions of this assistance, set out in statute, are summarised below.

Amount Available

- Up to a maximum of £30,000

The grant is subject to a means test which will look at the income, capital and savings of the disabled person and their spouse or partner. The applicant's assessed financial contribution (if any) will be deducted from the approved grant.

Eligible Applicants

To qualify for assistance an applicant should be the:

- property owner or tenant or
- a disabled member of the household who needs the home to be adapted to meet their needs living in the property and enable them to continue living there.

Where the application is for a disabled child or young person under the age of 19 there is no financial means test, however the young person aged 16-19 must be in full time education. A landlord may apply on behalf of a disabled tenant.

Eligible Works

The law sets out the purposes for which a grant must be approved and covers works to remove or help overcome any obstacles which prevent the disabled person from moving freely into or around their home, or enjoying the use of the property and the facilities or amenities within it. Eligible works include:

- widening doors and installing ramps, providing or improving access to rooms and facilities; for example, by installing a stair lift or providing a downstairs bathroom,
- improving or providing a heating system suitable to the needs of the disabled person, adapting heating or lighting controls to make them easier to use,
- improving access to and movement around the home, to enable the disabled person to care for another person who lives in the property, such as a spouse, child or other person for whom the disabled person cares and improving access to and from the garden where feasible.
- facilitating the preparation and cooking of food by the disabled person,

Where major work is proposed, the applicant may wish to employ a qualified architect or surveyor to plan and oversee the work. If a grant is approved the cost of their fees can be included in the cost of the works.

Social services will be asked to consider what is necessary and appropriate to meet the disabled person's needs. This will usually take the form of a recommendation from an Occupational Therapist.

The proposed works must be necessary and appropriate to meet the disabled person's needs and be reasonable and practicable depending on the age and condition of the property. The Council needs to be satisfied about each of these matters. A DFG may be refused if the Council believes that the proposed works are not reasonable and practicable. Where the cost of eligible works are more than the grant limit, other assistance may be available to bridge some or all of the gap between what the applicant receives by way of DFG and the full cost of the works.

How to Apply

Enquiries can be made by telephone (020 8314 6622), email housingassistance@lewisham.gov.uk, via the Council's website or in writing.

To find out if a disabled person is eligible for a visit and assessment by an Occupational Therapist, contact the Community Occupational Therapy service direct on telephone 020 8314 7777.

A valid application must be made in all cases before any assistance can be approved. The following information outlines how to apply for each type of housing assistance available.

A valid DFG application will consist of completing and submitting the following documents:

- A prescribed application form;
- An owner-occupation certificate or tenants certificate;
- Proof of ownership from the owner or landlord;
- Proof of earnings or benefits;
- If the applicant is a tenant, written confirmation from the owner that they agree to the work being carried out;
- Two quotations from legitimate building contractors;

- Details of any professional fees and/or other ancillary charges.

Professional and ancillary fees

There are various professional and ancillary fees which may be incurred by the applicant during the grant and/or loan application process, which are taken into consideration when processing an application for assistance. For example, professional agents fees such as an architect or building surveyor, planning and application fees, building control fees, or a report from a structural engineer. Details of these and the costs should be included in the completed assistance application pack for submission.

Fees and Charges

Clients have the option of managing the works themselves, employing a qualified architect or agent or choose to use the Housing Assistance Team's project management services.

Where the client wishes to have the Housing Assistance Team manage the works on their behalf, an administration fee of 15% of the total scheme costs will be charged up to a maximum of £4250 (inc. VAT) for adaptation works other than lifts and hoists. Where the adaptation consists of lifts or hoists, an administration fee of 10% (plus VAT) of the total scheme costs will be charged.

For applicants who manage the adaptation works themselves, a survey and production of a schedule of works fee of £250 will be charged. In all cases the fee will be deducted from the approved grant.

In cases where a client employs a qualified architect or agent and interim payments inspections are requested and the Council agrees to make interim payments on the grant, the first interim payment inspections will be free of charge and a fee of £150 will be charged for subsequent interim payment inspections. The fee will be paid from the grant in these cases.

Grant Conditions

Once a grant has been approved, the applicant will be expected to pay their contribution to the builder before the grant (together with any Discretionary Disabled Adaptations top up loan) is released.

Eligible works must be completed within 12 months of the approval date.

For approved grants of £5,000 and under there is no grant condition period.

For approved grants over £5,000, there is a 10 year grant condition period attached to the DFG, which is effective from the certified date. The certified date is the date the Council inspects the property and confirms all the specified works are complete. The following conditions also apply throughout the duration of the grant condition period:

- The property must be occupied by the disabled person as their main residence;
- The owner must provide the Council with full details of how the property is being occupied within 21 days of a written request; and
- The owner must notify the Council in writing if they intend to dispose of the property and must provide any information reasonably requested by the Council in that connection.

The grant will only be paid when the Council is satisfied that the work has been completed to its satisfaction and in accordance with the grant approval. The Council may pay the grant in full on completion of works or by instalments as the works progress.

The Council will register the approved grant as a local land charge against the adapted property for grants of more than £5,000.

Repayment of the Disabled Facilities Grant

Where the owner disposes of the property after any instalment of grant has been paid out, but before the certified date, the recipient must immediately repay this amount in full to the Council and the grant will be cancelled.

Disabled facilities grants below £5,000 – the applicant does not need to repay the grant.

Disabled facilities grant between £5,000 - £15,000 – the amount the applicant needs to repay is the grant value minus £5,000. For example, if the grant was £8,000, the applicant would need to repay £3,000

Disabled facilities grant between £15,000 and 30,000 – the applicant would repay a maximum of £10,000.

Disabled facilities grants more than £30,000 – the maximum grant the Council can award is £30,000. If eligible works and fees cost more than this amount, the applicant will need to make up the difference or apply for the DFG loan (DDAL) from the Council.

If a total of £60,000 is awarded, made up of a £30,000 grant and a DFG top up loan of £30,000, the applicant would need to repay £10,000 of the grant and repay the remaining amount of the loan.

If the property is sold more than 10 years after the Certified Date the grant would not need to be repaid. If the applicant was awarded the DFG top up loan (DDAL), then the remaining amount would need to be repaid.

These conditions are binding on the recipient and on any other person who is for the time being an owner of the property.

However, exceptions may be made and will depend on the circumstances for the Council to use its discretion to either not demand repayment, to delay repayment or to demand a lesser amount. The Council will normally only exercise its discretion, not to demand repayment where it is considered there are extenuating circumstances, for example where it would cause severe hardship, or where the disabled occupant is a tenant or the disabled occupant dies leaving a family member/partner in occupation. The Council may request that applicants provide suitable supporting information to reach a decision.

Where it is determined that an approved grant application was fraudulent, the Council will demand immediate and full repayment of the grant, plus compound annual interest charged at the Bank of England base rate plus 2%, starting from the certified date.

General conditions relating to grants can be found at appendix 1.

8.2 Discretionary Fast Track Disabled Facilities Grant 2018

This discretionary grant provides applicants with a fast track to getting certain adaptations carried out in their home and is funded from the Better Care Fund for Disabled Facilities Grant.

Eligible work:

A fast track DFG can be considered to:

- replace a defective or obsolete stairlift / hoist which is outside of the 5 year warranty;
- fund the installation of a stairlift / hoist
- assist a hospital discharge in cases where the return from hospital would be delayed due to a lack of suitable aids and adaptations or because the facilities at home are not suitable to meet their needs.

The trigger for this grant will be where a health professional has identified work at the applicant's main residence to assist in their discharge from hospital or where the Occupational Therapist (OT) has recommended a stairlift for the disabled person living at the property as their main residence. Where the OT has recommended additional work such as a ramp, half steps and galvanised rails to the property or a bathroom conversion to a wet room (level access shower room), this work will not be eligible for this grant

Up to £15,000

Eligible applicants

To obtain assistance, the applicant must be:

- be living at the property as their main residence, or
- be disabled, or have a member of the family living with them who is disabled.

Where the application is for a disabled child or young person under the age of 19 who is in full time education, the parents will make the application.

An application will require consultation with the Council's Social Services department or hospital, which will usually be a referral from an Occupational Therapist.

No financial means test will be carried out.

How to Apply

Enquiries can be made by telephone (020 8314 6622), email housingassistance@lewisham.gov.uk, via the Council's website or in writing.

To find out if a disabled person is eligible for a visit and assessment by an Occupational Therapist, contact the Community Occupational Therapy service direct on telephone 020 8314 7777.

A valid application must be made in all cases before any assistance can be approved. The following information outlines how to apply for each type of housing assistance available.

A valid Fast Track DFG application will consist of completing and submitting the following documents:

- A prescribed application form;
- An owner-occupation certificate or tenants certificate;
- Proof of ownership from the owner or landlord;
- If the applicant is a tenant, written confirmation from the owner that they agree to the work being carried out;
- Two quotations from legitimate building contractors;
- Details of any professional fees and/or other ancillary charges.

Fees and charges

Clients have the option of managing the works themselves or choose to use the Housing Assistance Team's project management services.

Where the client wishes to have the Housing Assistance Team manage the works on their behalf, an administration fee of 15% of the total scheme costs will be charged up to a maximum of £4250 (inc VAT) for adaptation works other than lifts and hoists. Where the adaptation consists of a stairlift or hoist, an administration fee of 10% (plus VAT) of the total scheme costs will be charged.

Grant Conditions

Eligible works must be completed within 3 months of the approval date.

For approved grants of £5,000 and under there is no grant condition period.

For approved grants over £5,000, there is a 10 year grant condition period attached to this grant, which is effective from the certified date. The certified date is the date the Council inspects the property and confirms all the specified works are complete. The following conditions also apply throughout the duration of the grant condition period:

- The property must be occupied by the disabled person as their main residence;
- The owner must provide the Council with full details of how the property is being occupied within 21 days of a written request and;
- The owner must notify the Council in writing if they intend to dispose of the property and must provide any information reasonably requested by the Council in that connection.

The grant will only be paid when the Council is satisfied that the work has been completed to its satisfaction and in accordance with the grant approval. The Council may pay the grant in full on completion of works or by instalments as the works progress.

The Council will register the approved grant as a local land charge against the adapted property for grants of more than £5,000.

Repayment of the Fast Track Disabled Facilities Grant

Where the owner disposes of the property after any instalment of grant has been paid out, but before the certified date, the recipient must immediately repay this amount in full to the Council and the grant will be cancelled.

There are no grant conditions on the first £5,000 of the grant. The first £10,000 of any grant given above £5,000 (between £5,000 and £15,000) must be repaid in full if the owner or the disabled person disposes of the property or fails to comply with any of the grant conditions within 10 years of the Certified Date. These conditions are binding on the recipient and on any other person who is for the time being an owner of the property.

However, exceptions may be made and will depend on the circumstances for the Council to use its discretion to either not demand repayment, to delay repayment or to demand a lesser amount. The Council will normally only exercise its discretion, not to demand repayment where it is considered there are extenuating circumstances, for example where it would cause severe hardship, or where the disabled occupant is a tenant or the disabled occupant dies leaving a family member/partner in occupation. The Council may request that applicants provide suitable supporting information to reach a decision.

Where it is determined that an approved grant application was fraudulent, the Council will demand immediate and full repayment of the grant, plus compound annual interest charged at the Bank of England base rate plus 2%, starting from the certified date.

General conditions relating to grants can be found at appendix 1.

8.3 Discretionary Disabled Adaptations Loan v. 2018

Provides assistance for disabled adaptations which fall outside the mandatory Disabled Facilities Grant (DFG) regime. The discretionary loan was initially introduced to provide a top up to a mandatory DFG where there are major alterations such as designing and building extensions and costs exceed the statutory grant limit. The loans will be funded by the Better Care Fund for Disabled Facilities Grants and it is expected that the funding recycled from these will be ring-fenced for disabled facilities.

In addition, schemes relating to the welfare, needs or employment opportunities of a disabled person fall completely outside the grant regime and are not eligible for a mandatory DFG. Unless the applicant has access to other finance, the maximum grant limit may prevent the scheme from going ahead.

Amount Available

- Up to £30,000

The amount available is by way of an interest free loan to cover the full cost of eligible work. In relation to cases involving the welfare, needs or employment opportunities of the disabled person, the applicant's assessed financial contribution (if any), will be deducted from the loan, up to a maximum of £3,000. Once a loan has been approved, the applicant will be expected to pay their contribution to the builder before the loan is released.

Eligible Applicants

To obtain assistance, the applicant must be the freehold or leasehold owner of the property and:

- be over 18 years old and living at the property as their main residence or
- be disabled, or have a member of the family living with them who is disabled.

Where the application is for a disabled child or young person under the age of 19 who is in full time education, the parent's income and savings will be assessed.

In relation to cases involving the welfare, needs and employment opportunities of a disabled person, the applicant must also be on low income. A means test will be undertaken to confirm that the applicant is on a low income by assessing their income and savings. Applicants will only be eligible, if their assessed financial contribution is no more than £3,000.

Non Eligible Applicants

- Private tenants and housing association tenants are not eligible for this type of assistance.

Eligible Costs

Loan assistance is available to:

- top up a mandatory DFG where the cost of the work exceeds £30,000 and/or
- carry out building work which will improve the welfare, needs or employment opportunities of the disabled person
- help provide the assessed contribution in cases of serious hardship where the applicant is unable to fund their contribution or
- help provide satisfactory care arrangements.

In each case, the Council must be satisfied that the work is necessary, appropriate, reasonable and practicable and that this is the most cost effective option to meet the needs of the disabled person. This loan will not be available to fund alternative schemes put forward by clients. For schemes over the grant limit the property owner will be expected to contribute to the cost.

How to Apply

Enquiries can be made by telephone (020 8314 6622), email housingassistance@lewisham.gov.uk via the Council's website or in writing.

To find out if a disabled person is eligible for a visit and assessment by an Occupational Therapist, contact the Community Occupational Therapy service direct on telephone 020 8314 7777.

A valid application must be made in all cases before any assistance can be approved. The following information outlines how to apply for each type of housing assistance available.

A valid application will consist of completing and submitting the following documents:

- A prescribed application form;
- An owner-occupation certificate;
- Proof of ownership;
- Proof of earnings or benefits;
- Two quotations from legitimate building contractors;
- Details of any professional fees and/or other ancillary charges.

No separate application is needed to apply for a top up to a Mandatory Disabled Facilities Grant.

Professional and ancillary fees

There are various professional and ancillary fees which may be incurred by the applicant during the grant and/or loan application process, which are taken into consideration when processing an application for assistance. For example, professional agents fees such as an architect or building surveyor, planning and application fees, building control fees, or a report from a structural engineer. Details of these and the costs should be included in the completed assistance application pack for submission.

Interest free loan

The interest free loan is a product that has designed by the Council. It is intended as a simple mechanism to help homeowners secure additional finance at minimal cost.

The interest free loan will be provided by the Council and not a commercial lender. There will be no interest payments and no regular repayments.

Loans will only be available to freeholders and long leaseholders where the lease has an unexpired terms of at least 60 years.

In deciding whether an applicant is eligible for a loan, the Council will have regard to the value of any mortgage(s) and/or other loans secured on the property. The Council will also have regard to any unsecured debts exceeding £10,000. Loans will not normally be offered if the total value of mortgages, secured loans, and/or other unsecured debts exceeds 80% of the property's current market value. In some circumstances, a formal valuation may be required to confirm the property's current market value.

No loan will be offered if the applicant has any outstanding Council Tax arrears or other debt owing to the London Borough of Lewisham.

There are some fees and other ancillary charges associated with taking out a loan. These could include: Land Registry fees, legal fees, planning and building control fees, any necessary specialist reports (e.g. electrical or structural), medical reports and valuations. Any such costs will be clearly documents in the loan agreement.

Applicants will be given a Plain English Guide to Loans which explains the legal terminology in the formal loan agreement. Before signing the agreement, applicants will be encouraged to see independent legal advice. When the loan agreement is sent out, applicants will be given 14 days to decide whether to proceed. In order to proceed with the loan, the applicant must sign (and have their signature witnesses) and return two copies of the loan agreement.

Throughout the duration of the loan, the owner must maintain a current buildings insurance policy for the full reinstatement value of the property. A copy of the policy must be provided to the Council on request.

The loan must be repaid in full and without interest in the following circumstances:

- Within six months of the death of the owner, or in the case of joint owners, within six months of the death of the last owner. If the disabled person is not the owner, the condition will not be enforced whilst the disabled person remains living at the property.
- If the whole or part of the property is sold at least five years after the Certified Date.
- In the case of long leaseholders, on the date 50 years from the expiry of the lease.

Even if property prices fall, the Council guarantees that it will not recover a sum greater than the value of the property under any circumstances listed above. This avoids the risk of putting applicants in negative equity. This guarantee does not apply to applicants who default on the terms of the loan agreement.

The loan must be repaid in full and with interest at the 2% above the Bank of England base rate if the applicant defaults on the loan in any of the following circumstances:

- The Council find the applicant gave false information on their application form.
- The Council discover the applicant was not eligible for help at the time the application was made.
- The applicant ceases to be the owner of the property before the Certified Date.
- The applicant and/or the disabled person ceases to occupy the property for the whole of the five years after the Certified Date.
- The applicant fails to provide information as to how they are complying with the loan conditions following a written request by the Council.
- The applicant fails to maintain adequate buildings insurance policy.
- The applicant breaches any of the obligations in the loan agreement
- The applicant becomes bankrupt or subject to an event of insolvency.
- The Council is at any time of the view that the applicant intentionally deprived themselves of income or disposed of savings so as to fulfil the criteria to qualify for a loan.

Loans will be registered at the Local Land Charges Section as a local land charge and at HM Land Registry.

The applicant retains the right to pay off the loan at any time, without any interest payments being incurred.

Conditions

Once a loan has been approved, the applicant will be expected to pay their contribution to the builder before the loan is released.

Eligible works must be completed within 12 months of the approval date.

Loans will be registered as a restriction on the property title at HM Land Registry and as a local land charge. The loan remains on the title until repaid, either by early settlement of the loan or through a relevant disposal or an event of default.

Throughout the duration of the loan, the owner must maintain a current buildings insurance policy for the full reinstatement value of the property. A copy of the policy must be provided to the Council on request.

8.4 Home Repairs Grant v.2018

To provide safe, warm and decent homes for older and vulnerable residents living in private sector accommodation.

Background

62% ²of all properties in the borough were built before 1945 and require significant investment to keep them in good repair. In a study ³carried out in 2009, it was estimated that about 33,000 private sector property failed the decent homes standard, of which 9,143 were occupied by vulnerable households.

Amount available

- For eligible works up to a maximum of £5,000

This is subject to a means test which will look at the income and capital of the applicant and their spouse or partner. The applicant's assessed financial contribution (if any) will then be deducted from the approved grant.

This is the maximum level of grant assistance that can be awarded in any 5 year period. In calculating this amount, any repairs grants awarded under this or previous policies will be included.

The applicant's assessed financial contribution (if any), will be deducted from the grant, up to a maximum of £3,000. Where eligible works and/or the applicants assessed contribution are evaluated to be more than £3,000, the applicant will also be assessed for a housing repair loan top up to a maximum of £25,000. More information on the housing repair loan can be found at section 8.5.

Eligible applicants

Applicants must be over 18 years old and live at the property as their main residence and be on a low income. Applicants will be subject to a means test or be in receipt of a passporing benefit. Applicants must also satisfy one of the following criteria:

- be aged 60 years or older;
- be disabled;
- have a member of their household who is 60 years or older, children who are under 16, or someone who is disabled or has a long term serious illness.

Additional eligibility criteria

- must be an owner occupier freeholder or leaseholder or private tenant with a duty to undertake repairs.
- the property must be more than 10 years old.
- applicants must have owned and resided in the property as their main home for 3 years immediately preceding the application.
- applicants must live in the property as their main home at the time of application.

To calculate whether someone is on a low income, the Council will need full details of all income and savings. This information will be assessed using a software package the Council decide to use. Applicants will only be accepted if their assessed financial contribution is no more than £3,000

² South East London Strategic Housing Market Assessment 2014

³ Housing stock model update for the SE London Housing Partnership (Building Research Establishment 2009)

V0.4 Private Sector Housing Assistance Policy Refresh 2018 REFRESH DRAFT 31/10/18 as at 15 10 18 updated 171018 second amendment 18 10 18, amended 22 10 18

Eligible Works

Grant assistance is available to:

- Bring the property up to the decent homes standard;
- Install full gas central heating with a condensing combination boiler, controlled by a room-stat, programmer and thermostatic radiator valves;
- Replacement boilers that are over 20 years old and in poor condition;
- Install 270mm loft insulation and cavity wall insulation (where appropriate).

To obtain a grant, the applicant must carry out all necessary work to bring the property up to the decent homes standard.

Non eligible works

Assistance is not available in the following circumstances:

- where leaseholder applicants have a duty to contribute to the cost of work under the terms of their lease.
- ongoing regular cleaning, maintenance and redecoration of the property.
- ongoing regular cleaning, maintenance and redecoration of the common parts of the building containing flats,
- repair or replacement of lifts, or any works to the grounds around a building containing flats.
- Where the property of a leaseholder of right to buy housing stock is undergoing improvement or are being maintained by the Council.
- Internal or external redecoration and other general maintenance items.

How to apply

Enquiries can be made by telephone (020 8314 6622), email housingassistance@lewisham.gov.uk , via the Council's website or in writing.

A valid Home Repairs Grant application will consist of completing and submitting the following documents:

- A prescribed application form;
- An owner-occupation certificate or tenants certificate (where tenants have a duty to undertake repairs.
- Proof of ownership from the owner or landlord;
- Proof of prior occupation;
- Proof of earnings or benefits;
- Two quotations from legitimate building contractors;
- Details of any professional fees and/or other ancillary charges.

If the applicant has a long term serious illness, the Council may require a medical report from the applicant's GP or consultant. The cost of obtaining a report will be the applicant's responsibilities but the cost can be included within the grant or loan if it is subsequently approved.

Professional and ancillary fees

There are various professional and ancillary fees which may be incurred by the applicant during the grant and/or loan application process, which are taken into consideration when processing an application for assistance. For example, professional agents fees such as an architect or building surveyor, planning and application fees, building control fees, or a report from a structural engineer. Details of these and the costs should be included in the completed assistance application pack for submission.

Fees and Charges

Clients have the option of managing the works themselves or choose to use the Housing Assistance Team's project management services.

Where the client wishes to have the Housing Assistance Team manage the works on their behalf, an administration fee of 15% of the total scheme costs will be charged up to a maximum of £4250 (inc VAT).

For applicants who manage the repairs works themselves, a survey and production of a schedule of works fee of £250 will be charged. In all cases the fee will be deducted from the approved grant.

Grant conditions

Once a grant has been approved, the grant recipient must carry out all the identified eligible work to ensure the property meets the decent homes standard on completion of the work.

The recipient will be expected to pay their contribution (where applicable) to the builder or agent before any grant monies are released.

Eligible works must be completed within 12 months of the approval date.

A 5 year grant condition period applies to this grant. Throughout the 5 year grant condition period the following conditions apply:

- the property must be owned and occupied by the applicant(s) as their main residence;
- the property must be kept in good repair.
- the owner must provide the Council with full details of how the property is being occupied and/or maintained within 21 days of a written request; and
- the owner must notify the Council in writing if they intend to dispose of the property and must provide any information reasonably requested by us in that connection.

The grant will be registered at the Local Land Charges Section as a local land charge.

Repayment of Grant

If the owner disposes of the property after any instalment of grant has been paid out but before the certified date, the applicant must immediately repay the full amount and the grant will be cancelled.

The grant must be repaid in full where a relevant disposal takes place, if the owner disposes of the property or fails to comply with any of the grant conditions within 5 years of the certified

date. These conditions are binding on the applicant and on any other person who is for the time being an owner.

However, exceptions may be made and will depend on the circumstances, for the Council to use its discretion to either not demand repayment, to delay repayment or to demand a lesser amount. The Council will normally only exercise its discretion, not to demand repayment where it is considered there are extenuating circumstances, for example where it would cause severe hardship. The Council may request that applicants provide suitable supporting information to reach a decision.

Where it is determined that an approved grant application was fraudulent, the Council will demand immediate and full repayment of the grant, plus compound annual interest charged at the Bank of England base rate plus 2%, starting from the certified date.

Full details of the definitions of relevant and exempt disposals can be found in appendix 2 of this policy or from Private Sector Housing Team.

8.5 Home Repairs Loan v. 2018

This loan product has been designed by the Council and intended to be a simple mechanism to help older and vulnerable home owner's secure additional finance to undertake repairs to remove identified hazards at minimal cost.

The loan will be provided by the Council and not a commercial lender. There will be no interest payments and no regular repayments.

Amount available

- For eligible works up to a maximum of £25,000 (in combination with the grant up to a maximum of £30,000)

This assistance is provided by means of an interest free loan. The loan is used as a top up to the housing repair grant. The loan and grant will cover the full cost of eligible work up to a maximum of £30,000. This is the maximum level of grant and loan assistance that can be awarded in any 5 year period.

In calculating this amount, any repairs grants or loans awarded under this or previous policies will be included. The applicant's assessed financial contribution (if any), will be deducted from the grant or loan, up to a maximum of £3,000. Where eligible works and or the applicants assessed contribution are evaluated to be more than £3,000, the applicant will be assessed for a housing repair loan only, up to a maximum of £25,000.

If the total cost of the eligible work exceeds £30,000, the scheme can only proceed if the applicant has access to private finance to fund the additional cost of the work. The applicant can either withdraw their loan application or they can arrange private finance for the additional cost of the work. In the case of private finance, the applicant must provide the Council with full details of the amount and source of the funding before the grant can be approved.

However, exceptions may be made on a case by case basis and will depend on the circumstances, for the Council to use its discretion to approve assistance above the maximum levels of grant and loan of £30,000.

Where the costs to remedy the hazards found in a property, far exceed £30,000, and other finance is not available, it is expected that the owner should consider selling the property and purchasing a smaller property. In these instances the council may give advice and or signpost the applicant to other agencies who may be able to help.

Eligible Applicants

Applicants must be over 18 years old and live at the property as their main residence and be on a low income. Applicants will be subject to a means test or be in receipt of a qualifying benefit. Applicants must also satisfy one of the following criteria:

- be aged 60 years or over;
- be disabled;
- have a member of their household who is 60 years or older, children who are under 16, or someone who is disabled or has a long term serious illness.

Qualifying Benefits

- Income Support
- Income-based Employment and Support Allowance (**not** contribution-based ESA)
- Income-based Jobseeker's Allowance (**not** contribution-based JSA)
- Guarantee Pension Credit (**not** Savings Pension Credit alone)
- Housing Benefit
- Working Tax Credit and/or Child Tax Credit **provided that** the annual income for the purposes of assessing entitlement to the tax credit is **less than** £15,050
- Universal Credit (this includes **any** amount of Universal Credit - which is being progressively introduced from 2013 onwards as a replacement for working age benefits and tax credits).

The qualifying benefits listed above are those which the Council takes in to account as part of its standard means test calculation. Should there be a change to these benefits, the Council will advise the applicant.

Additional eligibility criteria

- Must be an owner occupier freeholder or leaseholder of a property that is more than 10 years old.
- Applicants must have owned and resided in the property as their main home for 3 years immediately preceding the application.
- Applicants must live in the property as their main home at the time of application.

In deciding whether an applicant is eligible for a loan, the Council will have regard to the value of any mortgage(s) and/or other loans secured on the property. The Council will also have regard to any unsecured debts exceeding £10,000. Loans will not normally be offered if the total value of mortgages, secured loans, and/or other unsecured debts exceeds 80% of the property's current market value. In some circumstances, an independent formal valuation may be required to confirm the property's current market value.

Eligible Works

Loan assistance is available to:

- Bring the property up to the decent homes standard;
- Install full gas central heating with a condensing combination boiler, controlled by a room-stat, programmer and thermostatic radiator valves;
- Replacement boilers that are over 20 years old and in poor condition;
- Install 270mm loft insulation and cavity wall insulation (where appropriate).

To obtain a loan, the applicant must carry out all necessary work to bring the property up to the decent homes standard.

Non eligible works

Assistance is not available in the following circumstances:

- where leaseholder applicants have a duty to contribute to the cost of work under the terms of their lease.
- ongoing regular cleaning, maintenance and redecoration of the property.
- ongoing regular cleaning, maintenance and redecoration of the common parts of the building containing flats,
- repair or replacement of lifts, or any works to the grounds around a building containing flats.
- Where the property of a leaseholder of right to buy housing stock is undergoing improvement or are being maintained by the Council.
- Internal or external redecoration and other general maintenance items.

How to apply

Enquiries can be made by telephone (020 8314 6622), email housingassistance@lewisham.gov.uk, via the Council's website or in writing.

To obtain a loan, the applicant must carry out all the identified eligible work to ensure the property meets the decent homes standard.

A formal application is made by completing and submitting an application form pack and providing supporting documentation which includes, confirming proof of ownership, benefits or other income. A loan offer is then made to the applicant via a legal charge and loan agreement offer document.

Before signing the agreement, applicants will be encouraged to seek independent legal advice. When the loan agreement is sent out, applicants will be given 14 days to decide whether to proceed.

A valid Home Repair Loan application will consist of completing and submitting the following documents:

- A prescribed application form;
- An owner-occupation certificate
- Proof of ownership from the owner;

- Proof of earnings or benefits;
- Two quotations from legitimate building contractors;
- Details of any professional fees and/or other ancillary charges.

If the applicant has a long term serious illness, the Council may require a medical report from the applicant's GP or consultant. The cost of obtaining a report will be the applicant's responsibilities but the cost can be included within the grant or loan if it is subsequently approved.

Applicants will be given a Plain English Guide to Loans which explains the legal terminology in the formal loan agreement. Before signing the agreement, applicants will be encouraged to see independent legal advice. When the loan agreement is sent out, applicants will be given 14 days to decide whether to proceed. In order to proceed with the loan, the applicant must sign (and have their signature witnessed) and return two copies of the loan agreement.

Professional and ancillary fees

There are various professional and ancillary fees which may be incurred by the applicant during the grant and/or loan application process, which are taken into consideration when processing an application for assistance. For example, professional agents fees such as an architect or building surveyor, planning and application fees, building control fees, or a report from a structural engineer. Details of these and the costs should be included in the completed assistance application pack for submission.

Fees and Charges

There are some fees and other ancillary charges associated with taking out a loan. These could include: Land Registry fees, legal fees, planning and building control fees, any necessary specialist reports (e.g. electrical or structural), medical reports and valuations. Any such costs will be clearly documented in the loan agreement.

Clients have the option of managing the works themselves or choose to use the Housing Assistance team's project management services.

Where the client wishes to have the Housing Assistance Team manage the works on their behalf, an administration fee of 15% of the total scheme costs will be charged up to a maximum of £4250 (inc VAT).

For applicants who manage the repairs works themselves, a survey and production of a schedule of works fee of £250 will be charged. In all cases the fee will be deducted from the approved loan.

Loan conditions

No loan will be offered if the applicant has any outstanding Council Tax arrears or other debt owing to the Council.

Once a loan has been approved, the recipient will be expected to pay their contribution where applicable to the builder or agent before any loan funding is released.

Eligible works must be completed within 12 months of the approval date.

Throughout the duration of the loan, the owner must maintain a current buildings insurance policy for the full reinstatement value of the property. A copy of the policy must be provided to the Council on request.

Loans will be registered at the Local Land Charges Section as a local land charge and at HM Land Registry. The loan remains on the title until repaid, either by early settlement of the loan, through a relevant disposal or an event of default.

Repayment of the loan

The applicant retains the right to pay off the loan at any time, without any interest payments being incurred. The loan must be repaid in full and without interest in the following circumstances:

- Within six months of the death of the owner, or in the case of joint owners, within six months of the death of the last owner.
- If the whole or part of the property is sold at least five years after the Certified date.
- In the case of long leaseholders, on the date 50 years from the expiry of the lease.

Even if property prices fall, the Council guarantees that it will not recover a sum greater than the value of the property under the circumstances listed above. This avoids the risk of putting applicants in negative equity.

Events of loan agreement default

Where applicants default on the terms of the loan agreement, the loan must be repaid in full and with interest at 2% above the Bank of England base rate. Events of default on the loan are applicable in any of the following circumstances:

- The Council finds the applicant gave false information on their application form.
- The Council discovers the applicant was not eligible for help at the time the application was made.
- The applicant ceases to be the owner of the property before the Certified Date.
- The applicant ceases to occupy the property for the whole of the five year period after the Certified Date.
- The applicant fails to provide information as to how they are complying with the loan conditions following a written request by the Council.
- The applicant fails to maintain an adequate buildings insurance policy.
- The applicant breaches any of the obligations in the loan agreement.
- The applicant becomes bankrupt or subject to an event of insolvency.
- The Council is at any time of the view that the applicant intentionally deprived themselves of income or disposed of savings so as to fulfil the criteria to qualify for a loan.

8.6 Emergency Home Repair Grant v.2018

A quick and simple solution to remove or remedy hazards within the homes of vulnerable and low income homeowners who are at imminent risk of harm due to the condition of their property.

Background

V0.4 Private Sector Housing Assistance Policy Refresh 2018 REFRESH DRAFT 31/10/18 as at 15 10 18 updated 171018 second amendment 18 10 18, amended 22 10 18

The home repairs grant and loan is the main route by which disrepair and poor housing conditions will normally be addressed. However, there will be circumstances where the approach takes too long and does not protect the homeowner from imminent risk of harm. In these circumstances, emergency home repairs assistance may be available.

Amount Available

- The grant will cover the full cost of eligible work up to a maximum £3,000
- For home security works only, the maximum amount of grant available is £500.

This is the maximum level of grant assistance that can be awarded in any 5 year period. In calculating this amount, any repairs grants awarded under this or previous policies will be disregarded.

Eligible Applicants

Applicants must be over 18 years old and living at the property as their main residence and be in receipt of a qualifying benefit.

Applicants must also satisfy one of the following criteria:

- be aged 60 years or older
- be disabled
- have a member of their household who is 60 years or older, children who are under 16, or someone who is disabled or has a long term serious illness and
- have owned and occupied the property for at least three years immediately preceding the date of application.

Qualifying Benefits

- Income Support
- Income-based Employment and Support Allowance (**not** contribution-based ESA)
- Income-based Jobseeker's Allowance (**not** contribution-based JSA)
- Guarantee Pension Credit (**not** Savings Pension Credit alone)
- Housing Benefit
- Working Tax Credit and/or Child Tax Credit **provided that** the annual income for the purposes of assessing entitlement to the tax credit is **less than** £15,050
- Universal Credit (this includes **any** amount of Universal Credit - which is being progressively introduced from 2013 onwards as a replacement for working age benefits and tax credits).

The qualifying benefits listed above are those which the Council takes in to account as part of its standard means test calculation. Should there be a change to these benefits, the Council will advise the applicant.

Eligible Works

This grant assistance is available to deal with situations that place the applicant at serious or imminent risk of harm. In addressing the problem, the hazard causing the risk will be repaired or removed, whichever is the more appropriate. Examples of work eligible for grant assistance include

- Dangerous electrical or gas installations;
- No form of heating (from 1 October to 31 March)
- No hot water supply;
- Risk of injury from falling elements or structural collapse;
- Serious roof leaks;
- Defective stair-lifts, through-floor lifts or other disabled adaptations which are required by the occupant to maintain independent living.
- Improving the security to windows and doors.

Special arrangements for defective stair lifts and through floor lifts

The Council recognise the serious impact this can have on the ability of a disabled person to maintain independent living. In exceptional circumstances, provided the remedial work is ordered and managed by the Council's Housing assistance team, the work can proceed prior to a formal grant application being received.

In such cases, a grant application must be submitted as soon as reasonably practicable after the work has been completed. In the event that the applicant is not eligible for grant assistance (i.e. not in receipt of a qualifying benefit) or does not make an application, they will be responsible for paying the full cost of the work.

This grant will not cover works to repair lifts that have been used incorrectly or misused.

This special arrangement does not apply to any other work carried out under the safer homes grant. In all other cases the work must not be carried out until the grant has been approved in writing.

Works to improve security to windows and doors

Where the imminent risk of harm works stem from the windows and doors of the property only, a smaller amount of assistance is available to address the hazards. Applicants must be:

- 60 years or older and
- be living at the property as their main residence and
- be in receipt of a qualifying benefit.

Help is also available to eligible applicants aged under 60 if:

- They have been burgled whilst living at the property
- They have been a victim of hate crime whilst living at the property.

How to apply

Enquiries can be made by telephone (020 8314 6622), email housingassistance@lewisham.gov.uk, via the Council's website or in writing.

A valid application is made by completing and submitting:

- A prescribed application form

- Proof of benefit entitlement; and
- One competitive quote for the work from a legitimate building contractor.

Older, disabled or vulnerable residents may wish to use the Housing Assistance Team's service to help organise the work. Please see the Fees and Charge section.

To obtain a grant, the applicant must carry out all eligible work to ensure the property safe from the hazard causing imminent risk of harm.

Fees and Charges

The Council will make a charge of £50 to organise a quote from a contractor and supervise the works to completion. This fee will be deducted from the approved grant.

Conditions

No conditions are attached to this grant.

Eligible works must be completed within 3 months of the approval date.

Where it found that the applicant made a fraudulent application, the Council will demand immediate and full repayment of the grant plus compound annual interest charged at the Bank of England base rate plus 2%, starting from the completion Date.

8.7 Private Landlords Grant v. 2018

Purpose

To increase the supply of safe, warm and decent housing accommodation in the private rented sector.

Background

There is a shortage of affordable housing accommodation within the borough, with 2,500 homeless families in temporary accommodation and 17,000 people on the housing register.

The borough contains 33,180 private rented properties, comprising 29% of the total housing stock. Of these it is estimated that 4112 are non-decent let to vulnerable households*.

*Source: London Borough of Lewisham House Condition Survey 2010

In April 2006, the fitness standard was replaced by a new housing health & safety rating system. This forms part 1 of the decent homes standard. A mandatory licensing scheme for certain larger houses in multiple occupation was also introduced.

Amount of Grant Assistance Available

The grant will cover 50% of the eligible cost of the work (or whatever percentage is allowable at the time), up to a maximum of £3,000. The maximum grant limit will be increased to £6,000 for licensed Houses in Multiple Occupation (HMOs), or properties where an

application is pending and the HMO will be subject to licensing on completion of the building work.

This is the maximum level of grant assistance that can be awarded for each property within any 5 year period. In calculating this amount, any grants awarded under this policy or previous grant policies will be included.

Eligibility

To obtain grant assistance, the applicant must be:

- The owner of the property;
- A member of the London Landlord Accreditation Scheme (LLAS) or a recognised landlord association or evidence of already letting properties through the Council's Private Sector Leasing Scheme
- A 'Fit and Proper' person; and
- Renting or intending to rent the property to someone who is not a member of their family.

The London Landlord Accreditation Scheme can be contacted on 020 7974 1970 or e-mail llas@camden.gov.uk website: www.londonlandlords.org.uk

Recognised landlord associations are associations where members sign up to a code of practice which has been approved by the Council e.g. London Landlord accreditation scheme or the Southern Private Landlords Association Tel 0845 456 9313 or email info@spla.co.uk. Other associations may be added in the future.

What help is available?

Grant assistance is available to:

- Resolve any category 1 or 2 hazards that the Council have brought to the attention of the property owner
- Provide adequate kitchen, bathroom and/or other amenities as required within a licensed HMO
- Provide 270mm loft insulation and cavity wall insulation (where appropriate)
- Works to improve energy efficiency at the property to bring it up to a minimum EPC rating of E.

To obtain a grant, the applicant must carry out all necessary work to bring the property up to the decent homes standard.

Common parts of buildings containing flats

Provided the applicant meets the eligibility criteria outlined above, the grant can extend to the common parts of the building containing the flat.

Assistance will only be available if the condition of the common parts is directly affecting the applicant's flat and causing it to fail the decent homes standard or causing a category 1 or 2 hazard on which the Council is considering enforcement action.

Assistance will not be provided just because the applicant has a duty to contribute to the cost of the work under the terms of their lease. In particular, assistance will not be available for ongoing regular cleaning, maintenance and redecoration of the communal areas, repair or replacement of lifts, or any works to the grounds around the building.

If assistance is awarded, it will be given in proportion to the applicant's repairing responsibility for the works as stated in their lease.

Non eligible applicants

- Landlords that have been prosecuted by the Council for housing related offences will not be eligible to apply for grant assistance.
- Where a prosecution is pending the application will be deferred until the outcome of the case is known.

How to apply

To obtain a grant, the applicant must carry out all the identified eligible work to ensure the property is free from serious repair hazards.

Enquiries can be made by telephone (020 8314 6622), email housingassistance@lewisham.gov.uk, via the Council's website or in writing.

A valid accredited landlord grant application will consist of completing and submitting the following documents:

- A prescribed application form;
- A certificate of intended letting;
- Proof of ownership;
- LLAS Accreditation membership or proof of membership of another recognised landlord association (Accredited landlord grant only) or already be letting properties through the Council's Private Sector Leasing Scheme;
- Proof of recourse to public funds;
- Proof of contribution;
- Two quotations from legitimate building contractors; and
- Details of any professional fees and/or other ancillary charges.

Conditions

If the owner disposes of the property after any instalment of grant has been paid but before the certified date, the owner must immediately repay the full amount and the grant will be cancelled.

Throughout the five year grant condition period:

- The property must be rented out to tenants who are in receipt of housing benefit (at the start of their tenancy). If the property is already tenanted, this condition will not come into force until the current tenants vacate the property;(this does not apply to Houses in multiple occupation);
- Rent levels must not exceed the Local Housing Allowance rates;
- The tenants must not be members of the Landlord's family;
- The property must not be rented out as a holiday let;

- The property must be kept in good repair and maintained in accordance with all necessary legal requirements; and
- The owner must provide the Council with full details of how the property is being occupied and/or maintained within 21 days of a written request.

The grant will be registered with the Local Land Charges Section as a local land charge and must be repaid in full if the owner disposes of the property or fails to comply with any of the grant conditions within 5 years of the Certified Date. These conditions are binding on the applicant and on any other person who is for the time being an owner of the property.

Depending on the circumstances, the Council does have discretion to either not demand repayment, to delay repayment or to demand a lesser amount. The Council will normally only exercise its discretion not to demand repayment where they consider there to be extenuating circumstances and the applicant supplies such supporting information as is necessary to reach a decision.

In the case of fraudulent applications, the Council will demand immediate and full repayment of the grant plus compound annual interest charged at the Bank of England base rate plus 2%, starting from the Certified Date.

8.8 Empty Homes Grant v.2018

Purpose

To bring empty homes back into use and increase the supply of safe, warm and decent housing accommodation in the private rented sector.

Amount available

- Grant will cover 50% of the eligible works up to a maximum of £15,000 per unit and up to a maximum £50,000 per scheme.
- For studio flats the grant will be capped at £7,000 per unit.
- Large scheme applications above the maximum level of assistance will be considered on a case by case basis, at the discretion of the Private Sector Housing Agency Manager

Relevant factors to be taken into account include the location of the property, the length of time it has been empty, how it will contribute to meeting housing needs, how it links to other regeneration objectives.

Eligible applicants

Applicants must satisfy the following criteria:

- Be owners of empty property that has been continuously empty for a minimum of 6 months
- Empty property owners who are leaseholders must have a minimum of 7 years left to run on their lease.
- Offer nomination rights to the Council on completion of works for the duration of the 5 year grant condition period.

Non eligible applicants

- Empty property owners convicted by the Council for housing related offences are not eligible for grant or loan assistance.
- Where a prosecution is pending the application will be deferred until the outcome of the case is known.

Eligible grant works

- Repair and improvement works to bring an empty property back into residential use ready for reoccupation.
- Works to improve energy efficiency at the property to bring it up to a minimum EPC rating of E
- Works to convert empty commercial or other premises to residential use and ready for reoccupation.

How to apply

Enquiries can be made by telephone (020 8314 6622), email housingassistance@lewisham.gov.uk, via the Council's website or in writing.

A valid application is made by completing and submitting:

- A prescribed application form;
- A certificate of intended letting;
- Proof of ownership;
- Documented evidence of LLAS membership or membership of another recognised landlord association or evidence of letting properties through the Council's Private Sector Leasing Scheme
- Two competitive quotes from legitimate building contractors;
- Details of any professional fees and/or other ancillary charges;
- Details of the management arrangements for the property.

In the cases of property conversions, evidence of planning permission and/or building regulation approval must also be provided.

Professional and ancillary fees

There are various professional and ancillary fees which may be incurred by the applicant during the grant and/or loan application process, which are taken into consideration when processing an application for assistance. For example, professional agents fees such as an architect or building surveyor, planning and application fees, building control fees, or a report from a structural engineer. Details of these and the costs should be included in the completed assistance application pack for submission.

Fees and Charges

A survey and production of a schedule of works fee of £250 will be charged, which will be deducted from the approved grant.

Conditions

Eligible works must be completed within 12 months of the approval date.

For approved grants, a grant condition period of 5 years is attached to this assistance and is effective from the date the Council inspects the property and confirms all the specified works are complete and the property is ready for reoccupation.

Throughout the five year grant condition period, the following conditions are also applicable:

- grant recipients must continue to offer nomination rights to their property to the Council from the initial let and each successive let.
- rent levels must not exceed the Local Housing Allowance rates;
- the tenants must not be members of the Landlord's family,
- the property must not be rented out as a holiday let;
- the property must be kept in good repair and maintained in accordance with all necessary legal requirements;

Grant approved will be registered as a local land charge against the property for the duration of the grant condition period.

Applications for successive grants from the same recipient for the same property will not generally be approved, within 5 years of a previously approved application. However, the Council will use its discretion to consider re-applicants.

Repayment

The grant must be repaid in full where a relevant disposal takes place, if the owner disposes of the property or fails to comply with any of the grant conditions within 5 years of the certified date. These conditions are binding on the recipient and on any other person who is for the time being an owner.

Full details of the definitions of relevant and exempt disposals can be found in the summary of grant conditions from the Private Sector Housing Agency.

The grant will be registered with the Local Land Charges Section as a local land charge and must be repaid in full if the owner disposes of the property or fails to comply with any of the grant conditions within 5 years of the Certified Date, or any such longer period which is negotiated with the Council at the time of grant approval. These conditions are binding on the applicant and on any other person who is for the time being an owner of the property.

Depending on the circumstances, the Council does have discretion to either not demand repayment, to delay repayment or demand a lesser amount. The Council will normally only exercise its discretion not to demand repayment where they consider there to be extenuating circumstances and the applicant supplies such supporting information as is necessary to reach a decision.

In the case of fraudulent applications, the Council will demand immediate and full repayment of the grant plus compound annual interest charged at the Bank of England base rate plus 2%, starting from the Certified Date.

Other Empty property service

Empty properties that have been empty for more than 2 years and are about to be renovated or converted for residential purposes, may be able to claim a reduced rate of VAT at 5%. In order to prove that the property has been empty for the qualifying time HM Revenue and Customs will accept supporting evidence from the local authority empty property officer. Lewisham Council will carry out an inspection and provide a confirmation letter of how long the property has been suspected of being empty. A VAT inspection provided by Lewisham costs £150 (+ VAT). More information can be found at:

<https://www.gov.uk/government/publications/vat-notice-708-buildings-and-construction/vat-notice-708-buildings-and-construction>

8.9 Help with Moving

Purpose

To help older or disabled residents move into a home which is more suitable to meet their needs.

Background

Whilst grants are available to adapt a property to meet the needs of a disabled person, it is not always reasonable and practical to carry out the work within the grant limit. Rehousing can sometimes provide a better long term solution.

Many older people living in non-decent homes fear the disruption that will be caused by major building works.

Given the shortage of housing accommodation within the borough, helping older people move into smaller and more suitable accommodation will reduce their heating and maintenance costs whilst freeing up larger family homes.

Amount available

For the costs of moving up to a maximum of £6,000

Eligibility

To obtain grant assistance, the applicant must:

- Be the owner of the property;
- Be living at the property as their main residence;
- Be over 65 years old, and/or have a member of the family living with them who is disabled (Disabled residents must be referred to the Housing Grants Team by an Occupational Therapist in the Community Services Directorate); and
- Be on a low income.

To calculate whether someone is on low income, the Council will need full details of all income and savings. This information will be assessed using the Ferret Renovator software package, or any similar package the Council decide to use. Applicants will only be accepted if their assessed financial contribution is no more than £3,000.

What help is available?

Grant assistance is available to:

- Help a disabled person move into a decent home which is already suitable or which is capable of being easily adapted to meet their needs. This option will only be considered if the Council are satisfied it is not reasonable and practical to adapt their current home and that finding alternative accommodation is the best and most cost effective long term solution;
- Help someone who is over the age of 65 and living in non-decent accommodation to sell their home and move into a decent home which is an appropriate size to meet their needs. The Council must be satisfied that this is the most appropriate option having regard to the condition of the property, the level of under-occupation and the amount of disruption that will be caused by major building works.

It will remain the applicant's responsibility to find suitable alternative accommodation. The Council is unable to provide this service.

Method of Application

Preliminary enquiries can be made by telephone (020 8314 6622), email housingassistance@lewisham.gov.uk, via the council website or in writing.

A formal application is made by completing and submitting:

- A prescribed application form;
- Proof of ownership;
- Details of the new property; and
- Two sets of competitive estimates for the cost of moving.

Amount of Grant Assistance Available

The grant will cover the full cost of:

- Legal fees;
- Estate agents fees;
- Stamp Duty; and
- Removal costs

up to a maximum of £6,000.

The grant is intended to help with the cost of moving and not the capital cost of purchasing a new property. This is the maximum level of grant assistance that can be awarded within any five year period.

The applicant's assessed financial contribution (if any), will be deducted from the grant up to a maximum of £3,000. Once a grant has been approved, the applicant will be expected to pay their contribution before any grant money is released.

No payments will be released until the Solicitor has provided written confirmation that the sale has been completed.

Conditions

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Throughout the five year grant condition period:

- The new property must be owned and occupied by the applicant and/or the disabled person;
- The property must be kept in good repair;
- The owner must provide the Council with full details of how the property is being occupied and/or maintained within 21 days of a written request; and
- The owner must notify the Council in writing if they intend to dispose of the property and must provide any information reasonably requested by them in that connection.

The grant will be registered with the Local Land Charges Section as a local land charge and must be repaid in full if the owner disposes of the property or fails to comply with any of the grant conditions within 5 years of the Certified Date. If the applicant moves outside the borough, the grant will be registered as a charge with HM Land Registry.

Depending on the circumstances, the Council does have discretion to either not demand repayment, to delay repayment or to demand a lesser amount. The Council will normally only exercise its discretion not to demand repayment where they consider there to be extenuating circumstances and the applicant supplies such supporting information as is necessary to reach a decision.

In the case of fraudulent applications, the Council will demand immediate and full repayment of the grant plus compound annual interest charged at the Bank of England base rate plus 2%, starting from the Certified Date.

9. Other chargeable housing services

Private Sector Housing Agency Project Management Service

9.1 Client self-funded disabled adaptations

The Housing assistance team offer project management services to residents who self-fund disabled adaptations within their homes and where they do not wish to undertake the management of the building process themselves.

Eligibility

Service users must be resident in Lewisham or own a property within the borough with a disabled occupant in residence who needs the adaptation.

9.2 Service Fee Costs

A project management fee of 15% of the total scheme costs up to £60,000 will be charged for adaptation works other than lifts and hoists, which will be capped to a maximum of £4,250 for any one scheme. For adaptation works over £61,000 a project management fee of 15% of the total scheme cost will be charged.

Where the adaptation consists of lifts or hoists, an administration fee of 10% of the total scheme costs will be charged.

Grants Surveyors from the team with specialist adaptations experience, will act as an agent on behalf of the resident, organising contractors and supervising all the necessary works, to complete the adaptation.

9.3 Home maintenance advice service

This is a borough wide service providing advice to private sector home owners and private tenants with repairing responsibilities wishing to maintain or improve their homes.

Eligibility

Service users must be resident in Lewisham or own private sector rented property within the borough and be one of the following:

- an owner-occupier i.e. a freeholder or leaseholder,
- private tenant with repairing responsibilities
- A private rented sector landlord.

Service fee costs

Users of the service will be charged a flat rate fee of £150.

Service users will receive advice, a home inspection survey and written inspection report on current and future home maintenance and energy efficiency as well as advice on locating suitable builders to undertake any works.

No housing assistance is available for this service. However, where serious hazards are identified and the resident meets the eligibility criteria, advice will be given on how to apply for suitable housing assistance.

10 General conditions of assistance

10.1 Making an application for assistance

In all cases (except for Landlord and empty homes assistance), an initial assessment will be carried out to provide an indication of the financial assistance to be offered, before the case proceeds and a final financial assessment is made. Applications for assistance can only be accepted from an applicant who has recourse to public funds and is not a 'person from abroad' within the meaning of the Housing Benefit (General) Regulations.

Following a financial assessment applicants will be advised, based on the information they have provided whether they will need to make a financial contribution towards the cost of the work.

No applications will be accepted in respect of a property that has been built or provided by conversion within the last 10 years.

The housing assistance application pack issued by the Council is only valid for six months from the date of issue. Failure to submit a grant and/or loan application within this period will normally result in the enquiry being cancelled. Applicants should notify the Council in writing if they cannot submit a completed application within this time period, and explain the reasons

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why and give a clear indication how much extra time they require. The Council may use its discretion to extend the time period.

If the applicant has support provided by other council services or agencies the Private Sector Housing Agency will seek to work in partnership to get the best outcome for them as long as they are in agreement with this.

The Council's building surveyor will normally survey the applicants property and provide a schedule of eligible repair, or adaptation works for grant and/loan assistance. Applicants must use this schedule of works to obtain itemised quotations from at least two contractors. The costs will be assessed from the quotations and used as the basis to calculate the approval of assistance.

Applicants should not enter into any agreement with a contractor, nor start the repair, improvements or adaptations work before the Council has approved a grant or loan application in writing and they are certain they can meet the cost of the work. If works have started or have been completed, the Council will be unable to approve any financial assistance.

Where applicants use the project management services of the Housing Assistance team, the eligible works cost will be obtained through a competitive tendering process from Council approved contractors invited to tender.

Applications for assistance must be made on the forms provided by the Private Sector Housing Agency based at 3rd Floor, Laurence House, 1 Catford Road London, SE6 1RU, telephone number 020 8314 6622.

10.2 Starting work before assistance is approved

A grant and/or loan application will not be approved if the work has already been completed at the time the application is submitted. The only exception will be repairs to defective stair and through floor lifts provided the applicant has followed the procedure in the "Safer Home Grant" section.

If the applicant believes there are urgent reasons which justify starting the work prior to receiving grant and/or loan approval, they should contact the Housing assistance team for further advice. However, no help will be given for work that is carried out before the Council has visited to assess eligibility under the terms of this policy.

Even if the Council accepts there is a valid reason for starting the work early, this does not guarantee that the application will be subsequently approved. If approval is not obtained, the applicant will be responsible for all costs incurred.

10.3 Using an agent

If an applicant lacks the knowledge, ability or confidence to manage the process themselves, they may wish to appoint an agent to carry out this role on their behalf. This will be particularly relevant for large or complex schemes which require specialist technical or architectural skills. The cost of appointing an agent can usually be included within the assistance. Applicants should therefore decide whether they want to employ the services of an agent (usually an architect or building surveyor) to oversee the work on their behalf.

No agency fee will be paid to members of the applicant's family or building contractors who provide the applicant with a project management service. Where agents offer a full management service, applicants can claim an agency fee of up to 15% of the net cost of the

building work. Agents offering only a partial service will be eligible for a lesser amount, at the discretion of the Council. No additional amount will be paid for expenses or other disbursements. If an application does not go ahead the Council will not pay for any agent fees incurred.

The Council can provide a project management service to older, vulnerable or disabled residents, more details of which are provided at appendix 3. Applicants that do not fall into these groups would need to find their own agent or manage the works themselves.

10.4 Planning Permission and Building Control Approval

Some works may require planning permission and or building control in order for the works to go ahead. In planning terms especially where the building is listed or lies within a conservation area, or involves a change of use. Restrictions may be placed on the conversion type, extent of works and the type of materials that can be used to effect the repair. The costs of employing an agent see (section 11.3 using an agent) can normally be included within the cost of any grant or loan that is subsequently approved.

Some works will also need to have building regulations approval especially where it involves major works, for example extensions, conversions or structural works. For disabled facilities grants and empty homes assistance that involve these types of works and others, full plans building regulations approval must be obtained before any assistance can be approved.

In both instances, it is the applicant's responsibility to ensure their proposals meet the requirements and have the necessary approvals. These checks should be undertaken as early as possible and not delayed until an approval of assistance is made.

10.5 Party Wall matters

Applicants are responsible for ensuring that all required consents are in place where eligible repairs involve building work near to, or on a shared property boundary. Applicants may therefore need to obtain party wall consent from neighbours and should seek the advice of party wall surveyor.

10.6 Approval of Assistance

Before the Council can decide whether to approve or refuse a housing assistance application, the applicant must submit a 'valid application'. An applicant is considered to have made a valid application when:

- they submit all the information referred to under 'How to Apply' in each section
- the Council are satisfied that they have all necessary information on which to base a decision.

Where necessary, the applicant may be required to submit further supporting documentation or information to help the Council reach a decision.

Any assessed financial contribution (excluding excess costs) that was paid towards previous housing assistance within the last 5 years will be taken into account and will be deducted from any financial contribution due in respect of the current grant application. The council may decide to recalculate the amount of assistance offered, or the client contribution required, or where the information provided, is not complete or inaccurate.

The Council will notify the applicant in writing of its decision to approve or refuse an application for grant and/or loan assistance. The approval letter will set out the costs of the eligible work, the amount of grant and/or loan assistance available, any financial contribution by the applicant and any associated conditions. If the application is refused, the refusal letter will explain why the application has been refused and set out the applicant's right of appeal.

The Council has a statutory duty to provide a decision within six months of receiving a valid application for a mandatory Disabled Facilities Grant (DFG). However, in order to provide a good service to our clients we will aim to provide a decision within three months of receiving a valid application. In the case of DFGs, the decision to approve or refuse a grant can be delayed for up to six months. Alternatively, the Council can issue a grant approval but specify a date before which no grant payment will be made. This longer period of time may also be applied to other forms of assistance, if the budget becomes over committed or during periods of high demand.

Approvals will not normally be granted unless the applicant agrees to carry out all the eligible works identified by the council. Depending on the type of housing assistance approved, the property will be required to

- be free of identified hazards and/or
- adapted to suit the needs of the disabled occupant or
- be ready for reoccupation on completion of the work.

10.7 Supervision of Work

Unless the applicant has instructed the Council to provide project management services, the applicant retains full responsibility for supervising the contractor, dealing with any disputes and ensuring the work is properly completed. Any visits by Council officers or any of its agents are only for the purpose of administering the housing assistance under this policy and deciding that a payment can be made. The Council will not act as a project manager overseeing the works and are not responsible for identifying or remedying any poor or defective workmanship carried out by contractors.

10.8 Payments of approved assistance

Once a loan has been approved, the applicant will be expected to pay their contribution where applicable to the builder or agent before any grant or loan funding is released.

The Council will not pay grant and/or loan assistance for works carried out by the applicant and/or a member of his/her family. Any relationship between the applicant and the contractor must be declared at the time of the application. In such cases, the Council may use its discretion to approve the cost of materials only, provided the applicant can demonstrate that they are sufficiently competent to carry out the work.

No payments can be made until after the assistance has been approved in writing by the Council. Unless otherwise stated in this policy, payments will normally be paid direct to the recipient by bank transfer into a suitable bank account. The applicant may choose to have the assistance paid directly to the contractor. In all cases, the applicant must complete the appropriate payment mandate (authority to pay) form and submit either their own or the contractor's bank account details prior to any payment being made.

The recipient will be responsible for resolving any dispute about the nature and/or quality of the work in conjunction with their agent (if any) and the contractor. Recipients should check that all works have been completed to their satisfaction before requesting a payment. Where

appropriate, the Council can make interim payments for completed items of work. Prior to final payment, interim payments cannot exceed of the total grant and/or loan approved.

Following receipt of a request for payment, the Council will visit and inspect the property to carry out an inspection. Payments will only be released if the work:

- has been completed to the Council's satisfaction;
- has been carried out within the time allowed; and
- has been carried out in accordance with any agreed plans and specifications.

Where the Council project manages the works on behalf of the client, inspection visits will be arranged to certify the work as complete and will agree to the release of a payment.

The recipient must provide original invoices or receipts. Invoices from contractors whose quotations did not form part of the grant and/or loan application will be rejected, unless the applicant can satisfy the Council why they changed contractors without obtaining prior written consent.

10.9 Agents Fees

Agent's fees will normally be paid in full on completion of all eligible works. However, the Council have the discretion to pay up to 50% of the agent's fee once the assistance has been approved. In such circumstances, the balance of fees would not be paid until all work had been completed to the satisfaction of the Council.

10.10 Variations to approved assistance

Where work has been started prior to approval, the Council will normally treat the application as amended so as to exclude the cost of the completed work. However, the Council has discretion to approve the full cost of the scheme, if it is satisfied the applicant had good reason for starting the work before the application was approved and that the applicant notified the Council of the start date at the earliest possible opportunity.

If, owing to circumstances beyond the recipient's control, there are unforeseen works that cannot be completed within the approved time limit, or there has been an unexpected increase in labour or material costs, the applicant can ask the Council to consider varying the approval.

The Council will consider any such requests and notify the applicant of their decision in writing. The applicant is strongly advised not to proceed with such work until they have received the Council's written approval. If approval is not granted, the applicant will be responsible for any extra costs incurred.

10.11 Time Limits

Once an application has been approved, it is a condition of housing assistance that all eligible work must be completed to the satisfaction of the Council within 12 months from date of approval. The exception to these are is the Emergency Home Repairs Grant which has a 3 months' time limit and the Discretionary Fast Track Disabled Facilities Grant which has a 6 months' time limited for completion of works.

10.12 Extensions of time

Recipients must notify the Council in writing if they cannot complete the work within the time limit mentioned above. Applicants must explain the reasons why and give a clear indication of

how much extra time they require. The Council may use its discretion to extend the time period.

Failure to complete the work within the specified time period will normally result in the approved assistance being withheld and the recipient having to repay any interim payments with immediate effect. No allowance will be made for any increase in material and/or labour costs caused by the recipient's delay in carrying out the work.

10.13 Certification documentation

The recipient must submit the required certification documentation relating to the nature of the repairs improvements or adaptations (depending on the type of work that has been carried out) such as the following:

- guarantees for wood rot, woodworm treatment and damp proofing works
- Gas safe register certificates
- Electrical certificate from registered competent person scheme

Once all work has been completed to the Council's satisfaction, the balance of the grant will be paid.

The Council retains complete discretion to overrule the wishes of the recipient and make grant payments direct to the contractor who carried out the work, particularly where there is reason to believe that the contractor would not otherwise be paid. Where this discretion is used and payment is made direct to the contractor, the recipient will be advised of the decision in writing.

10.14 Prevention and Detection of Fraud

The Council is committed to tackling dishonest and fraudulent activity associated with applications made under the housing assistance policy. All teams within the Private Sector Housing team, work closely with the Council's Special investigations team to identify any such fraudulent activity.

Applicants must ensure that all paperwork is honestly and truthfully completed to the best of their knowledge. Anyone found to have committed or attempted to commit fraudulent activity will lose the right to submit a further application in the future. Where payments have already been made, the Council will demand immediate and full repayment of the grant and/or loan, plus compound annual interest charged at the Bank of England base rate plus 2%, starting from the certified date. The applicant could also be subject to further legal action in the criminal courts.

There are several other general conditions relating to housing assistance and these are set out in **Appendix 2**.

11. Appeals, Complaints and Feedback

The purpose of the appeals procedure is to determine:

- whether the housing assistance policy has been correctly interpreted and applied; and
or
- whether there are any exceptional circumstances which justify a more flexible approach in the interpretation and application of the policy.

Any person who is aggrieved by a decision made under this policy should first discuss the matter with the appropriate case officer. If the matter cannot be resolved, the appellant should contact the Private Sector Housing Agency Manager at the address in the contact details section below. If the matter remains unresolved, the appellant will be directed to the Council's corporate complaints procedure.

To make an appeal, the appellant should send their written grounds of appeal to the:

Private Sector Housing Agency Manager
London Borough of Lewisham
1st Floor
Eros House
Brownhill Road
Catford
SE6 2EG

The appeal will be investigated and a response will be sent within 10 working days. If the investigation is likely to take longer, an acknowledgement letter will be sent. If the appellant remains dissatisfied, stage 2 appeals will be considered by the Head of Strategic Housing and stage 3 appeals by the Chief Executive. If, after using the complaints procedure, the appellant feels the matter is still not resolved they can complain to the Local Government Ombudsman at the address below:

The Local Government Ombudsman

<http://www.lgo.org.uk/>

Tel: 0300 061 0614 for help making a complaint

All appeals on the grounds of exceptional circumstances will be considered by the Private Sector Housing Manager or a more senior manager. In considering such appeals, the manager will consider whether the appellant's exceptional circumstances fall within the general intention and purpose of the policy and whether it would be fair and appropriate to allow the appeal.

12 Applying for Housing assistance

Contact Details

Housing Assistance enquiries

Enquiries regarding all forms of assistance can be made by telephoning the Private Sector Housing Agency on 020 8314 6622 or by

Email: housingassistance@lewisham.gov.uk, or in person at

Reception at Laurence House 1 Catford Road SE6 1RU.

Housing Licensing and Enforcement Teams

Enquiries regarding mandatory and additional HMO licensing, help with disrepair within private rented properties and advice and support to landlords.

By telephone 0208 314 6420 or

Email: pshe@lewisham.gov.uk

<http://www.lewisham.gov.uk/myserVICES/housing/landlords/hmo/Pages/default.aspx>

or in person at Reception at Laurence House 1 Catford Road SE6 1RU

Appendix 1 General conditions

1. General assistance conditions

- 1.1 The repair and maintenance of the property remain the responsibility of the owner of the property.
- 1.2 Repairs that are covered by a property building insurance will not be covered by a grant or loan awarded by the Council and the property owner will be expected to make a claim through their insurance company.
- 1.3 The budgets for assistance are limited and applications will be awarded on a first come first served basis, to those meeting the eligibility criteria. The Council reserves the right to either withdraw or change the level of grant or loan assistance to take into account available funding.
- 1.4 An application for assistance cannot be approved where the eligible work has already started, or has completed before the application is approved. However, the Council may decide to approve an application if satisfied that there were good reasons for beginning the works before the application was approved.
- 1.5 Eligible works are to be carried out within twelve months from the date of the approval of application for all types of assistance. This period may be extended by the Council where satisfied that the eligible works cannot be carried out within the 12 months. Requests for additional time must be made in writing before the end of the 12 months, otherwise the right to assistance cannot be guaranteed.
- 1.6 The property must be adequately insured, and maintained throughout the condition period or until the loan has been repaid to the Council.
- 1.7 The payment of assistance, or part of the assistance is conditional on the eligible works being carried out to the satisfaction of the Council and the Council's being provided with an acceptable invoice for the works, and preliminary charges such as professional fees.
- 1.8 Assistance can only be paid on provision of an acceptable invoice. An invoice is not acceptable if it is for work or services provided by the applicant or a member of his or her family. Where works are carried out by the applicant or a relative, only invoices for materials or services that are bought in will be acceptable.
- 1.9 It is also a condition of the assistance that, where an owner makes a relevant disposal of the property, other than an exempt disposal and (in the case of grant assistance within the grant condition period), they will be required to repay the grant to the Council on demand. This condition remains in force for the whole of the grant condition period and is binding not only on the person who gives the certificate at the time of application, but also on any subsequent owner, except where an exempt disposal is made where repayment and the conditions cease to have effect.
- 1.10 An owner is required to notify the Council as soon as possible in writing where it is their intention to make a relevant disposal and to give the Council any information reasonably requested by them in that connection.
- 1.11 The Council may decide not to make any demand for repayment in a case where they are satisfied that the:

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- owner is elderly or infirm and is disposing of the property with the intention of going to live in a hospital, hospice, sheltered housing, a residential care home or similar accommodation, or a place where care will be provided; or
- the owner is making the disposal with the intention of going to live with and care for an elderly or infirm member of their family or their partner's family.

If the applicant dies leaving children, whether minor or adult, in occupation of the property, the council may exercise discretion by not seeking repayment in cases where repayment would cause severe hardship.

1.11 The Council will inform an applicant in writing of any additional conditions they are imposing.

2. Relevant and Exempt disposals

A "relevant disposal" means the sale of the freehold or an assignment of the lease, or the grant of a long lease (one of over 21 years, otherwise than at a rack rent). Where this occurs the recipient must make a repayment of the approved grant or loan.

An "exempt disposal" means a disposal of the whole or any part of the premises:

- to the owner or one of the joint owners of the dwelling or to a wife or husband or former wife or husband of one of the joint owners, or a member of that person's family, or, in the case of a company, to an associated company;
- under a will or inheritance on a death;
- by Court order in the course of a domestic breakdown;
- compulsorily, or by agreement, to a public body with compulsory purchase powers;
- of land which is "included land" under section 184 of the Housing Act 1985;
- of a defective house under part XVI of the Housing Act 1985 and the owner is exercising their entitlement to assistance by way of repurchase;
- by way of enfranchisement or lease extension under Part I of the Leasehold Reform Act 1967;
- in pursuance of an obligation arising under Chapter I or II of Part I of the Leasehold Reform, Housing and Urban Development Act 1993;
- on the exercise of a right of first refusal under Part I of the Landlord and Tenant Act 1987 or in accordance with an acquisition order under Part III of that Act;
- where the person making the disposal is aged at least 70, the disposal is to provide annuity income and the person concerned is entitled to continue to occupy the premises as his or her only or main residence;
- where the disposal is of any other description specified by order of the Secretary of State.

Where an exempt disposal occurs, the Council may use its discretion to choose not to require a recipient from making a repayment of the approved grant or loan.

3. Passporting Benefits

For some forms of housing assistance requiring the applicant to be in receipt of a passporting benefit, the following welfare benefits apply:

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- Income Support
- Income-based Employment and Support Allowance (**not** contribution-based ESA)
- Income-based Jobseeker's Allowance (**not** contribution-based JSA)
- Guarantee Pension Credit (**not** Savings Pension Credit alone)
- Housing Benefit
- Working Tax Credit and/or Child Tax Credit **provided that** the annual income for the purposes of assessing entitlement to the tax credit is **less than** £15,050
- Universal Credit (this includes **any** amount of Universal Credit - which is being progressively introduced from 2013 onwards as a replacement for working age benefits and tax credits).

The qualifying benefits listed above are those which the Council takes in to account as part of its standard means test calculation. Should there be a change to these benefits, the Council will advise the applicant.

More information on general assistance conditions can be obtained from the Private Sector Housing Agency.

Appendix 3 - Private Sector Housing Fees and Charges

The Council charges for some of its private sector housing services which are laid out in the table below and effective from 1 April 2017.

Name of service or funding	Fee charges
Housing assistance Project Management Service Fee charges for applicants needing support to undertake repairs and or adaptations. Building Surveyors from the team with specialist adaptations and repairs experience, will act as an agent on behalf of the client, organising contractors and supervising all the necessary works, to complete the adaptation or hazard repair.	
Adaptations or repairs for owner occupiers and tenants with repairing obligations	15% of the total scheme costs Capped at £4250 (inc VAT)
Housing Association occupants (adaptations only)	15% of the total scheme costs Capped at £4250 (inc VAT)
Lifts and hoists and other prescribed equipment	10% of the total scheme costs + VAT
Emergency Home Repairs Grant (EHRG)	£50 + VAT
Privately funded adaptations Project management services for adaptations which are wholly funded by the client.	15% of the total scheme costs up to £60,000 and capped at £4250 or 15% of total scheme costs over £60,000
Self-managing housing assistance applications	

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Fee charges for applicants who want to manage repairs and/or adaptations themselves.	
Survey preparation fee for disabled facilities grant and discretionary grant and loan applicants (owner occupiers and tenants with repairing obligations)	£250 + Vat
Survey preparation fee for Accredited Landlord assistance applicants	£250 + Vat
Where more than one interim payment inspection will be requested, these will be agreed with the Private Sector Housing Agency before the grant is approved. The first one will be free of charge. A fee will be charged for subsequent interim inspections and will be paid from the grant.	£150 + VAT
Housing Enforcement and Licensing team Helping bring private sector empty property back into residential use	
Survey preparation fee for empty property funding applicants (freeholders and leaseholders)	£250 + Vat
Property inspection and production of a VAT exemption letter	£150 + VAT
Home Maintenance and advice service	
Property survey and production of home maintenance advice report	£150 + VAT

Appendix 4 - More information

Disabled Adaptations

Occupational therapy for physically disabled people. Dealing with independence, therapy and rehabilitation. Contact the Community Occupational Therapy team. For help and information please call

Tel: 020 8314 7777

Email: info.OTS@lewisham.gov.uk or SCAIT@lewisham.gov.uk

In person: Reception at Laurence House, 1 Catford Road SE6 4RU

Help with appointing contractors

For guidance on appointing building contractors contact TrustMark. TrustMark is the only Government endorsed scheme for trades in and around the home.

Tel for general enquiries: 0333 555 1234

Website: <https://www.trustmark.org.uk> or <https://www.trustmark.org.uk/find-a-tradesman>

London Landlord Accreditation Scheme (LLAS)

The London Landlord Accreditation Scheme (LLAS) is a partnership of London boroughs, landlord organisations and educational organisations set up to recognise good practice and improve conditions in the private rented sector.

UK Landlord Accreditation Partnership (UKLAP)

An umbrella organisation, UKLAP exists to promote the LLAS model outside of London. Regions across the UK are now affiliated with LLAS. You do not need to own and rent a property in London to become accredited by LLAS.

LLAS or UKLAP can be contacted on

Tel: 0207 974 2834

E-mail llas@camden.gov.uk

Website: <http://www.londonlandlords.org.uk/>

Age UK

Age UK Lewisham & Southwark:

Age UK Lewisham and Southwark, Stones End Centre, 11 Scovell Road London SE1 1QQ

Tel: 020 7701 9700

Citizens Advice – Lewisham

Leemore Community Hub, Bonfield Road, Lewisham SE13 5EU

Tel: Freephone 0800 231 54 53.

<https://www.citizensadvice.org.uk/>

Appendix B

Summary of 2018 changes to the Private Sector Housing Assistance Policy 2006 (as amended in 2012)

The layout and clarification of certain items have been provided in each section to help applicants better understand the grants/loans, including the amount, who is eligible and not eligible, the qualifying benefits.

The most significant policy changes are set out below.

1. Introduction

The introduction has been replaced with sections that focus on the principles of providing housing assistance, the legal framework surrounding the policy including use of the Better Care Fund and the priorities for action. This section also reinforces the link between poor housing and poor health and the importance of improving housing conditions in the private housing sector that are sustainable over the longer term.

The introduction sets out the context for the policy and how it will be delivered, the property standard that needs to be achieved and differentiates between discretionary and mandatory grants assistance.

Properties as a minimum need to meet a minimum standard for housing. This section explains the inspection assessment, the Housing Health and Safety Rating System used by the service when visiting properties. If properties do not meet this statutory standard then they fail one part of the Decent Homes Standard. Whilst the Decent Homes Standard now only relates to social and housing association housing, the Council helps those in greatest need to fund improvements that can be maintained over the longer term. For this reason, grants and loans such as the Home Repair's Grant and associated loan have been retained from the 2006 policy (as amended March 2012).

The different teams in the Private Sector Housing Agency are explained (section 5). The Council's in-house home improvement agency was closed in October 2016 and the team dealing with grants and loans has been renamed as Housing Assistance Team.

It is proposed that the policy be reviewed every 2 years, or in line with primary legislative or resources changes. (section 4.1)

Summary changes to housing assistance policy initiatives

Proposed Draft Policy Refresh document	Current Housing Assistance Policy
2. Disabled Facilities Grant (DFG) (section 8.1) Information on the service's project management fee has been included in this section. It is proposed that the fee cap be increased from £3750 to £4250 (inc VAT). More information has been provided on the help available under this grant. Fees and charge have been clarified within the same section.	Disabled Facilities Grant (page 14) There was fees and charges are detailed later in the policy. The current policy sets out the help available without providing examples. Fees and charges are set out in the terms and conditions section.

<p>The grant conditions on mandatory DFG's have been clarified. Applicants who have a contribution to pay will be expected to pay this to the builder before the grants (and any loan) is released. All DFG grants over £5k are repayable within the 10 year grant condition period.</p> <p>The repayment conditions have been further clarified with an example when repayment may not be required.</p>	<p>The grant conditions needed further clarification.</p>
<p>3. Discretionary Fast Track Disabled Facilities Grant (section 8.2)</p> <p>It is proposed that a new discretionary grant be introduced to provide disabled people with a fast track system for certain works that will be funded from the Mandatory Disabled Facilities Grant (Better Care Fund). No means test would be carried out in these cases.</p>	<p>This does not form part of the current policy.</p>
<p>4. Discretionary Disabled Adaptations Loan v. 2018 (section 8.3)</p> <p>Proposal that the loan is funded from the Better Care Fund for DFGs and recycled monies be ring-fenced for disabled facilities. It is proposed that the maximum loan is increased to £30,000.</p> <p>Eligible costs – in addition to current eligible costs, it is also proposed that loan assistance is available to help provide the assessed contribution in cases of serious hardship where the applicant is unable to fund their contribution towards a DFG.</p> <p>Sections on professional and ancillary fees and Conditions are set out. New sections have been included to help clarify these for applicants.</p>	<p>Discretionary Disabled Adaptations Loan</p> <p>The current loan is funded by the Council's capital programme.</p> <p>The maximum loan is set at £15,000.</p> <p>Eligible costs The loan is currently available to :</p> <ul style="list-style-type: none"> • Top up a mandatory DFG where the cost of the work exceeds £30,000 and/or • carry out building work which will improve the welfare, needs of employment opportunities of the disabled person or • to help provide satisfactory care arrangements. <p>Conditions No specific sections</p>
<p>5. Home Repair Grant and Loan (sections 8.4 and 8.5)</p> <p>The grant and loan details are provided in two separate sections.</p> <p>Home Repair Grant v.2018 (8.4) It is proposed that the grant is increased from £3,000 to £5,000.</p>	<p>The Home Repair Grant and Loan are provided in one section on page 4 of the policy.</p> <p>The maximum grant £3,000 in order to be eligible for a Home Repair Grant or loan.</p>

<p>Applicants will only be accepted if their assessed financial contribution is no more than £3,000 - this has been retained.</p> <p>Where an applicant's assessed contribution is assessed to be more than £3,000 then they will be assessed for a home repair top up loan to a maximum of £25,000.</p> <p>Non eligible work have been clarified.</p> <p>There have been no requests for the Common Parts designation of the grant and loan for leaseholder applicants over the last 12 months and this has been removed from both Grant and Loan elements.</p> <p>Fees and charges, Grant conditions and Repayment of Grant – further clarification has been provided.</p> <p>Where the client wants to have the Housing Assistance Team manage the works on their behalf a project management fee of 15% (+VAT) will be charged up to a maximum of £4250 (inc VAT).</p> <p>6. Home Repair Loan (section 8.5)</p> <p>It is proposed that alongside the revised grant of £5,000 the loan is reduced from £27,000 to £25,000.</p> <p>Additional eligibility criteria have been added.</p> <p>It clarifies that if the total cost of eligible work exceeds £30,000 the scheme can only proceed if the applicant has access to private finance to fund the additional cost of the work. However, there may be exceptions on a case by case basis for the Council to use its discretion to approve assistance above the maximum level of grant and loan of £30,000.</p> <p>Where the client wants to have the Housing Assistance Team manage the works on their behalf a project management fee of 15% (+VAT) will be charged. Loan agreement default</p> <p>The new draft policy includes an item under the Home Repair Loan advising that exceptions may be made on a case by case basis and dependent on circumstances, for the Council to use its discretion to approve</p>	<p>Applicants will only be accepted if their assessed financial contribution is no more than £3,000.</p> <p>The grant/loan includes a Common Parts designation.</p> <p>Fees are provided in referred to in the Terms and Conditions section from page 28 onwards.</p> <p>The loan is set at a maximum of £27,000.</p> <p>Fees are provided in referred to in the Terms and Conditions section from page 28 onwards.</p> <p>The maximum total Home Repair Grant and Loan is £30,000.</p>
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<p>assistance above the maximum levels of grant and loan of £30,000.</p> <p>Additional eligibility criteria have been included.</p> <p>Clarification has been provided on non-eligible works, repayments, fees and service charges and .</p>	<p>Non eligible works are not included.</p>
<p>7. Emergency Home Repair Grant (EHRG) v. 2018</p> <p>The age and household eligibility criteria have been revised to align with the Home Repair Grant.</p> <p>It is proposed that the age at which someone is eligible for an EHRG is reduced to 60 years for home security measures so that it aligns with the Home Repair Grant and Loan criteria.</p> <p>In addition, it is suggested that the amount is increased from £2,000 to £3,000 to take account of the increase in cost of materials since the policy was last amended in March 2012. There is no grant condition attached to this grant.</p> <p>It is proposed that previous HRG are disregarded so that identified urgent work can be grant aided to help those in receipt of qualifying benefits.</p> <p>It is proposed that a fee of £50 (inc VAT) is charged to organise a quote for the works.</p>	<p>Emergency Home Repair Grant (EHRG)</p> <p>Applicants must have</p> <ul style="list-style-type: none"> • Owned and occupied the property for at least 3 years immediately preceding the date of application; • Be over 18 years old and living at the property as their main residence; and • Be in receipt of a qualifying benefit. <p>To be eligible for home security measures the applicant needs to be at least 65 years old.</p> <p>A maximum amount of grant is £2,000. The maximum available for home security works is £500.</p> <p>This is the maximum that can be awarded in any 5 year period.</p> <p>A fee is not currently charged for this grant.</p>
<p>Private Landlord Grant v. 2018</p> <p>The decent homes requirement has been removed. It focuses on tackling category 1 and 2 hazards and removes the need for an enforcement notice to have previously been served. The enforcement notice criterion has been removed to encourage landlords to actively undertake work at their property. It also includes a need for works to be undertaken in order for the property to improve energy efficiency at the property to bring it up to a minimum EPC rating of E. This is a</p>	<p>Private Landlords</p> <p>Grant assistance is available, and this includes:</p> <ul style="list-style-type: none"> • bring properties up to the decent homes standard • resolve any category 1 or 2 hazards which have been included on a Hazard Awareness, Improvement, or Prohibition Notice served by the Council

<p>requirement for all new lettings from April 2018.</p> <p>It is proposed that an alternative eligibility criterion is provided. In addition to landlords who are members of an accreditation scheme, it is proposed that in order to be eligible, applicants can provide evidence of already letting properties through the Council's Private Sector Leasing Scheme.</p> <p>A section on Non eligible applicants has been proposed.</p>	<p>Applicants will be able to provide documentary evidence of LLAS membership or membership of another recognised landlord association.</p> <p>Non eligible applicants are not listed.</p>
<p>Empty Property Grant v. 2018</p> <p>This funding stream is no longer available. Empty property grant has been re-introduced is funded from the Council's capital programme.</p> <p>Eligible applicants The applicant will need to offer nomination rights to the Council on completion of works for the duration if the 5 year grant condition.</p> <p>Non eligible applicants A section has been added to provide clarification.</p> <p>Grant eligible works Minor changes are proposed to the works so that repair and improvement works are delivered to bring an empty property back into residential use ready for reoccupation.</p> <p>An alternative to the criterion has been added under Method of Application in relation to membership. It is proposed that in place of membership, an applicant can alternatively provide evidence of letting properties through the Council's Private Sector Leased Scheme.</p> <p>It also includes a need for works to be undertaken in order for the property to improve energy efficiency at the property to bring it up to a minimum EPC rating of E. This is a requirement for all new lettings from April 2018.</p>	<p>Empty Homes</p> <p>The Empty Property Grant is given subject to funding being available from the South East London Housing Partnership (SELHP). Until recently a funding stream from the Greater London Authority (GLA) was available, through entering into a direct contract with the GLA and in the past as part of the SELHP.</p> <p>Grant eligible works Renovate empty homes and bring them up to the decent homes standard; or Convert empty properties into self-contained flats or maisonettes that comply with the decent homes standard.</p>

Professional and ancillary fees, fees and charges have been included.	
<p>Empty property service A new Empty property inspection service has been introduced for those properties that have been empty for more than 2 years and are about to be renovated or converted into residential purposes. Properties that have been empty for at least 2 years may be able to claim a reduced rate of VAT at 5% and in order to provide that the property has been empty for this qualifying period the Council can carry out an inspection and provide information to HM Revenue and Customs.</p> <p>A fee of £150 (+ VAT) has been proposed.</p>	This service is not currently provided.
<p>Help with Moving (section 8.9) It is suggested that the amount is increased to £6,000 to take into account the present day costs of moving home.</p>	<p>Help with Moving Up to a maximum of £3,000 is provided.</p>
<p>8. Renewable Energy Systems Applicants were not eligible for the Government's feed-in tariff and there has been no take up of this assistance within the last 12 months. This assistance has been removed.</p>	<p>9. Renewable Energy Systems</p>
<p>10. Handyperson Service Details of this service have been removed as the Council's Handyperson Service closed in July this year.</p>	
<p>11. Fees (for example in 8.1 DFG) Fees and charges have been clarified within the refresh document. Clarification has been given in respect of self-funded adaptations project management costs. Increased fee charges for project management services from £3750 to £4250 (inclusive of VAT) and removed fee cap from cost of works £61k and over to 15% of total cost of works with no cap.</p> <p>A survey and production of a schedule of works fee of £250 + VAT (this can be seen under the Accredited Landlord Assistance).</p> <p>The fee of £50 for helping complete application forms has been removed.</p>	Fees are located in the appendix
<p>12. Home maintenance service It is proposed that a new service has been introduced to provide advice to homeowners</p>	Not part of the current policy initiatives/services.

<p>and private tenants who have repairing responsibilities wishing to maintain to improve their homes. A fee of £150 will be charged for this service.</p>	
<p>13. Decision A decision timescale has been introduced for this part of the process. The Private Sector Housing Agency aims to make a formal decision following a valid grant application within 3 months decision period. Disabled Facilities Grants (DFGs) still have a statutory 6 month determination limit.</p>	<p>Not part of the current policy.</p>

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Housing Select Committee			
Report Title	New Homes Programme	Item No	8
Contributors	Head of Strategic Housing		
Class	Part 1	Date	31 October 2018

1. Purpose of paper:

1.1. This report provides an update on progress of the delivery of the 500 new homes in the New Homes, Better Places programme and the broad strategy for the delivery of a further 1,000 new social homes.

2. Recommendations:

2.1. It is recommended that Housing Select Committee review and note the report.

3. Background:

3.1. The Lewisham Housing Strategy 2015-2020 contains four priorities:

- Helping residents at times of severe and urgent housing need
- Building the homes our residents need
- Greater security and quality for private renters
- Supporting our residents to be safe, healthy and independent in their home

3.2. London faces one of the most significant housing shortages since the end of the Second World War. In line with our strategy priorities, Lewisham Council acknowledges the challenges faced by our residents and is committed to tackling those with the greatest housing need.

3.3. In July 2012 the Council embarked on a programme to build 500 new social homes in response to a series of on-going housing policy and delivery challenges, most notably an enduring under-supply of new affordable homes available to the Council to meet housing demand.

3.4. A series of update reports has subsequently been considered by both Mayor and Cabinet, and Housing Select Committee, outlining progress in meeting the target of starting 500 new Council homes for social rent in 2018.

3.5. The Council has set a target of a further 1000 social homes by 2022.

4. New Homes update

Achilles Street

- 4.1. A report titled “Achilles Street Redevelopment Proposals” is due to be considered by Mayor and Cabinet on the 21st November 2018.
- 4.2. The report will set out a summary of the work completed so far on the options and proposals for building new homes in the Achilles Street area, including a summary of the extensive resident consultation that has taken place over a period of three years. The report will present the strategic rationale for redeveloping the estate but will make clear that no proposal for redevelopment will take place unless it is supported by residents in a ballot.
- 4.3. This ballot will come forward in line with the draft Residents Charter that was considered by Committee at the previous meeting and will be Lewisham’s first – and potentially London’s first – estate regeneration ballot in line with new GLA guidance and the Council’s new policy.
- 4.4. If this report is agreed, officers will begin establishing a Resident Offer for Achilles Street residents that can be used to hold a ballot on whether or not the redevelopment proposals go ahead. It is anticipated that this will take 6-9 months of work, after which a report will present the Resident Offer back to Mayor and Cabinet for approval and to announce the ballot date. Committee will be kept fully apprised of progress in this regard.

Hillcrest

- 4.5. Following detailed discussions with the community, councillors, Lewisham Homes and their design team, the decision was taken to withdraw the planning application for 22 homes at Hillcrest pending more detailed examination on the status of the land.
- 4.6. After extensive public consultation and concerns about existing green space at the proposed site, Lewisham Homes and Lewisham Council commissioned further research, which was undertaken by an independent ecological expert. These findings were inconclusive and consequently, the decision to pause the application was considered the most logical approach.
- 4.7. Bringing forward small numbers of new homes in tight “in-fill” locations, can be complex, and issues can arise as the projects develop. Smaller sites are not necessarily easier than larger sites, and they do not necessarily require less resource either. In shaping the programme to deliver 1,000 homes over the coming four years, officers and Lewisham Homes will be judging the optimal balance of both types of site.

Developing a 1,000 home programme

- 4.8. Excellent progress continues in the collaboration between the Council and Lewisham Homes to create an approach, structure, resource and programme that will deliver 1,000 social homes by 2022. As noted at committee before, much of this work is back-office technical work, to create for instance the correct governance and oversight approaches, technical and quality assurance structures, as well as site identification.
- 4.9. Nonetheless in the past month design work has commenced on the first three sites in the programme. Avanti Architects have been appointed to look at three sites for temporary accommodation in the borough, totalling between around 30 units. Initial consultation with councillors and the local community is likely to take place before the end of the year, subject to the technical appraisals that will be happening in the coming weeks.
- 4.10. These proposals also form part of the Housing division's approach to managing the budget cuts, which is referenced separately on this agenda.

5. Financial implications:

- 5.1 The Council's current 30 year financial model for the Housing Revenue Account (HRA) includes provision for up to 500 new units, for social rent purposes, at an average cost of £190k each (adjusted annually for inflation) over the first 10 years of the model.
- 5.2 The delivery of the HRA Social Units from the New Homes Better Places programme will be funded from this provision.
- 5.3 The delivery of the Temporary Accommodation schemes will be funded through the use of RTB 1-4-1 receipts and General Fund Prudential Borrowing.
- 5.4 Work continues on the identification and financial impacts of the individual sites associated to the delivery of the new 1,000 additional homes target, which will be supported by a funding application submitted to the GLA at the end of September 2018.
- 5.5 The final funding application was for a total of £57.5m in grant support and £51.4m for additional HRA headroom borrowing approval. The announcement of the successful applications, together with the funding award, are expected in November 2018. The financial implications of the schemes associated with this programme will be reported on individually as and when they are sufficiently developed and brought forward for approval by Mayor and Cabinet.

6. Legal implications:

- 6.1 The Council has a wide general power of competence under Section 1 of the Localism Act 2011 to do anything that individuals generally may do. The existence of the general power is not limited by the existence of any other power of the Council which (to any extent) overlaps the general power. The Council can therefore rely on this power to carry out housing development, to

act in an “enabling” manner with other housing partners and to provide financial assistance to housing partners for the provision of new affordable housing. In accordance with General Consent A3.1.1 of The General Housing Consents 2013 the Council may dispose of dwelling houses on the open market at market value.

- 6.2 Some of the proposals set out in this report are at an early stage of development. Detailed specific legal implications will be set out in subsequent reports to Mayor & Cabinet. 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. Section 105 specifies that a matter of Housing Management would include a new programme of maintenance, improvement or demolition or a matter which affects services or amenities provided to secure tenants 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. Section 105 further specifies that before making any decisions on the matter the Council must consider any representations from secure tenants arising from the consultation. Such consultation must therefore be up to date and relate to the development proposals in question.
- 6.3 The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 6.4 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.
- 6.5 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed at 9.3 above.
- 6.6 The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations. The extent of the duty will necessarily

vary from case to case and due regard is such regard as is appropriate in all the circumstances.

- 6.7 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:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

7. Equalities implications

- 7.5. The provision of new social housing in the borough has a positive equalities impact. Households on the Council’s Housing Register are more likely to have a protected characteristic than the wider population as access to the register is limited to those most in housing need.

8. Crime and Disorder implications

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

9. Environmental implications

- 9.5. Any environmental implications from the delivery of new homes are considered and addressed on a scheme by scheme basis through the design and planning process. There are therefore no additional environmental implications arising directly from this report.

For further information please contact Jeff Endean, Housing Strategy and Programmes Manager, on 020 8314 6213

Housing Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	9
Class	Part 1 (open)	31 October 2018	

1. Purpose

To advise Members of the proposed work programme for the 2018/19 municipal year and to decide on the agenda items for the next meeting.

2. Summary

- 2.1 At the beginning of the municipal year, each select committee drew up a draft work programme for submission to the Business Panel for consideration.
- 2.2 The Business Panel considered the proposed work programmes of each of the select committees on 24 July 2018 and agreed a co-ordinated overview and scrutiny work programme. However, the work programme can be reviewed at each Select Committee meeting so that Members are able to include urgent, high priority items and remove items that are no longer a priority.

3. Recommendations

3.1 The Committee is asked to:

- note the work plan attached at **Appendix B** and discuss any issues arising from the programme;
- specify the information and analysis required in the report for each item on the agenda for the next meeting, based on desired outcomes, so that officers are clear about what they need to provide;
- review all forthcoming key decisions, attached at **Appendix C**, and consider any items for further scrutiny;

4. The work programme

- 4.1 The work programme for 2018/19 was agreed at the Committee's meeting on 5 July 2018.
- 4.2 The Committee is asked to consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority and can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria.
- 4.3 The flow chart attached at **Appendix A** may help Members decide if proposed additional items should be added to the work programme. The Committee's work programme needs to be achievable in terms of the amount of meeting time available. If the Committee agrees to add additional item(s) because they are

urgent and high priority, Members will need to consider which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

- 4.4 Items within each Select Committee work programme are linked to the Council's corporate priorities. Work is currently underway to develop a new corporate strategy, which will give corporate expression to the priorities of the new administration. Once developed, scrutiny work programmes can be adjusted to reflect the new corporate strategy and corporate priorities, if required. It is expected that the new strategy will be approved at full Council in November 2018.

5. The next meeting

- 5.1 The following reports are scheduled for the meeting on 17 December 2018:

Agenda item	Review type	Link to Corporate Priority	Priority
Homelessness Reduction Act progress update	Standard item	Decent homes for all	High
Fire safety in tall buildings	Standard item	Decent homes for all	High
Housing delivery models review update	In-depth review	Decent homes for all	Medium
Housing and mental health review update	In-depth review	Decent homes for all	Medium
New Homes Programme	Standard item	Decent homes for all	Medium

- 5.2 The Committee is asked to specify the information and analysis it would like to see in the reports for these items, based on the outcomes the Committee would like to achieve, so that officers are clear about what they need to provide for the next meeting.

6. Financial Implications

There are no financial implications arising from this report.

7. Legal Implications

In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

8. Equalities Implications

- 8.1 The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing

the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. 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.

8.2 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.

8.3 There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

9. Date of next meeting

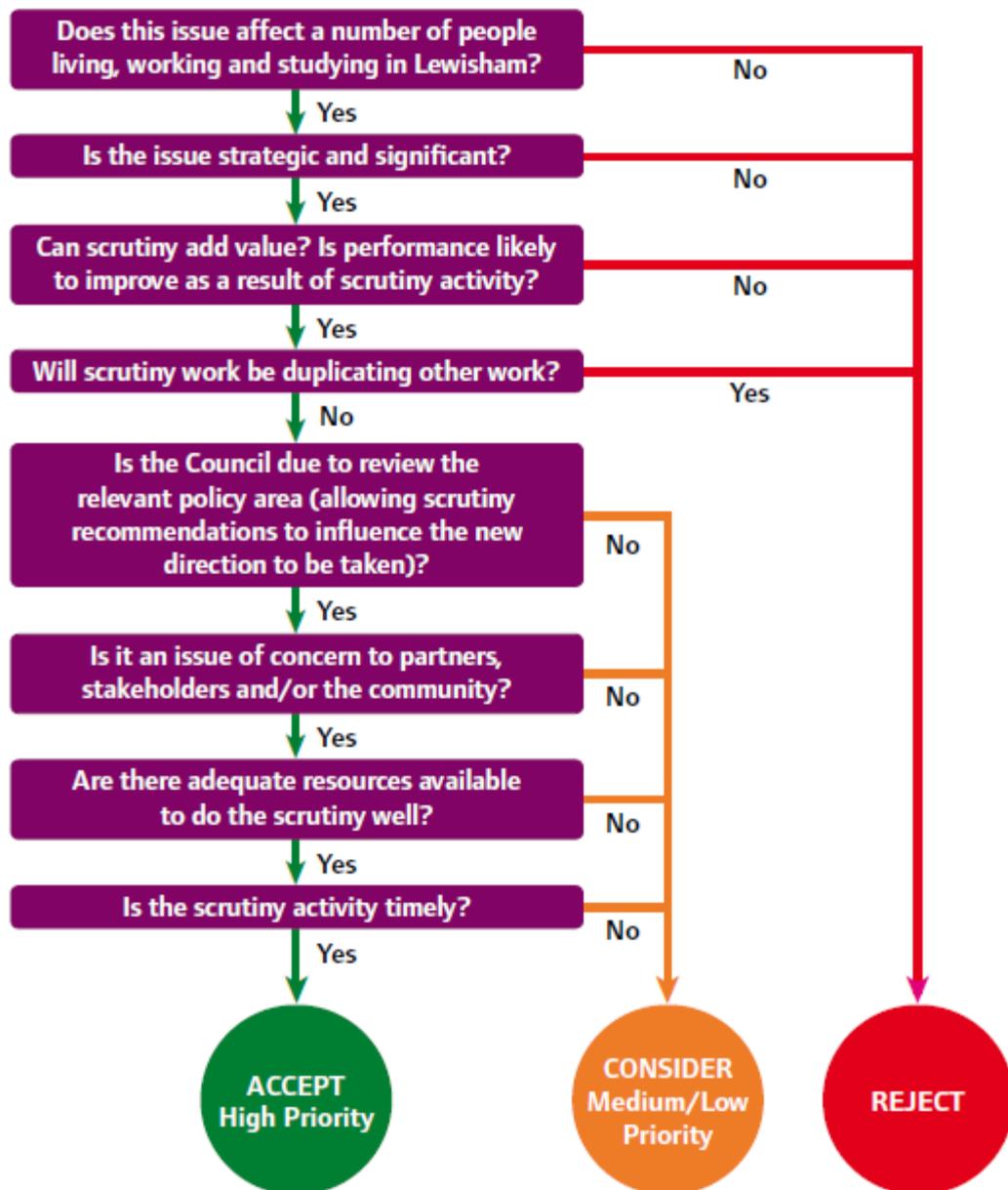
The date of the next meeting is Monday 17th December 2018.

Background Documents

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

Scrutiny work programme – prioritisation process



Housing Select Committee work programme 2018/19

Programme of work

Work item	Type of item	Priority	Strategic priority	Delivery deadline	05-Jul	18-Sep	31-Oct	17-Dec	31-Jan	06-Mar
Lewisham Future Programme	Standard item	High	CP6	Ongoing			Savings			
New Homes Programme	Standard item	Low	CP6	Ongoing						
Election of the Chair and Vice-Chair	Constitutional req	N/A	CP6	Jul						
Committee work programme 2018/19	Constitutional req	High	CP6	Jul						
Housing in Lewisham overview	Standard item	Low	CP6	Jul						
Lewisham Homes	Performance monitoring	Low	CP6	Jul	Annual report & business plan					
Brockley PFI	Performance monitoring	Low	CP6	Jul	Annual report & business plan					
Milford towers leasing arrangements	Standard item	High	CP6	Jul						
Landlord licensing	Standard item	High	CP6	Sep						
Capital Letters – Collaborative Pan London Accommodation Procurement Initiative	Standard item	High	CP6	Sep						
Engaging residents on estate redevelopments	Standard item	Medium	CP6	Sep						
Building Council Homes for Londoners: Lewisham funding bid	Standard item	Medium	CP6	Sep						
Lewisham Homes business plan	Standard item	Medium	CP6	Oct						
Lewisham Local Plan	Standard item	Medium	CP6	Oct						
Housing Assistance Policy refresh	Standard item	Medium	CP6	Oct						
Fire safety in tall buildings	Performance monitoring	Medium	CP6	Dec						
Homelessness Reduction Act progress update	Performance monitoring	Medium	CP6	Dec						
Housing delivery models review update	Policy development	Medium	CP6	Dec				Update		
Housing and mental health review update	Policy development	Medium	CP6	Dec				Update		
Lewisham's Housing Strategy	Policy development	High	CP6	Jan						
Proposed rent and service charge increases	Standard item	Low	CP6	Jan						
Annual lettings plan	Standard item	Low	CP6	Mar						

	Item completed
	Item ongoing
	Item outstanding
	Proposed timeframe
	Item added

Meeting Dates:					
1)	Thursday	5 July	4)	Monday	17 December
2)	Tuesday	18 September	5)	Thursday	31 January
3)	Wednesday	31 October	6)	Wednesday	6 March

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FORWARD PLAN OF KEY DECISIONS

Forward Plan November 2018 - February 2019

This Forward Plan sets out the key decisions the Council expects to take during the next four months.

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

A "key decision"* means an executive decision which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards.

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
October 2018	Regionalising Adoption Agencies	31/10/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
August 2018	Award of Highways Resurfacing Contract	31/10/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Sophie McGeevor, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
October 2018	Facilities Management Contract Update	31/10/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		
October 2018	New Code of Practice for Well Managed Highway Infrastructure	31/10/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Sophie McGeevor, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
October 2018	Corporate Estate Condition Survey	13/11/18 Executive Director for Resources and Regeneration	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
October 2018	Budget Cuts	21/11/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs (job share)		
August 2018	Cross Borough Procurement - Capital Letters	21/11/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
May 2018	Lewisham Park CAA and Article 4 Direction	21/11/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		
August 2018	Lewisham Strategic Heat Network Business Case	21/11/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		
October 2018	Mental Health Voluntary Sector Integrated Advocacy Service Contract	21/11/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor		
October 2018	Mental Health Voluntary Sector Integrated Dementia Service Contract	21/11/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
October 2018	Mental Health Voluntary Sector Integrated Prevention and Recovery Service Contract	21/11/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor		
October 2018	Care at Home: arrangements for integrating health and care services	21/11/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor		
October 2018	Interim Capital funding for essential highway works in Leeway and Grove Street	21/11/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Brenda Dacres, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
October 2018	Achilles Street Redevelopment Proposals Part 1 & 2	21/11/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
October 2018	Neighbourhood CIL Strategy	21/11/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		
	Main Grants Programme 2019 - 2023	21/11/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Councillor Jonathan Slater, Cabinet Member for Community Sector		
	Semi Independence Accommodation and Support Framework for Children's Social Care	21/11/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
	Treasury Mid-Year Review 2018/19	21/11/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs (job share)		
	Financial Forecasts	21/11/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs (job share)		
	Sydenham School Instrument of Government	21/11/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
May 2018	Amendments to the Constitution	28/11/18 Council	Kath Nicholson, Head of Law and		
August 2018	Ladywell Playtower Project Update and Approval of Changes to Original Proposal	12/12/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		
	Housing Assistance Policy	12/12/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Paul Bell, Cabinet Member for Housing		
October 2018	Inward Investment Projects	12/12/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		
August 2018	Council Tax Reduction - Consultation 2019-20	12/12/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Amanda De Ryk, Cabinet Member for Finance, Skills and Jobs (job share)		
October 2018	Provision of Homecare Services (Lead Provider) Extension of Contract	12/12/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor		
October 2018	Award of contracts Vulnerable Adults Assessment Service ,	12/12/18 Mayor and Cabinet	Aileen Buckton, Executive Director for		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Young Persons Specialist Service and Mental Health Specialist Service		Community Services and Councillor Chris Best, Deputy Mayor		
October 2018	School Minor Works Programme 2019/20	12/12/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
October 2018	Parking Contract Extension and Proposed Floating Car Club Permit	12/12/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Brenda Dacres, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
October 2018	Lewisham Brownfield Land Register 2018	12/12/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		
October 2018	Public Health cuts consultation outcome and proposals	12/12/18 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor		
October 2018	Planning Service Annual Monitoring Report (AMR) 2017-18	16/01/19 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
August 2018	Council Tax Reduction - Consultation 2019-20	23/01/19 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joe Dromey, Cabinet Member for Finance, Skills and Jobs (job share)		
October 2018	Council Tax Base	23/01/19 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joe Dromey, Cabinet Member for Finance, Skills and Jobs (job share)		
October 2018	Greenvale expansion phase 1: demolition contract award report	29/01/19 Executive Director for Resources and Regeneration	Janet Senior, Executive Director for Resources & Regeneration and Councillor Chris Barnham, Cabinet Member for School Performance		
October 2018	Chelwood Nursery Expansion	29/01/19 Executive Director for Resources and Regeneration	Janet Senior, Executive Director for Resources & Regeneration and Councillor Chris Barnham, Cabinet Member for School Performance		
October 2018	Rockbourne Community Centre Refurbishment	29/01/19 Executive Director for Resources and	Janet Senior, Executive Director for Resources & Regeneration and		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		Regeneration	Councillor Brenda Dacres, Cabinet Member for Parks, Neighbourhoods and Transport (job share)		
October 2018	New Woodlands Remodelling Contract Award	19/02/19 Executive Director for Resources and Regeneration	Janet Senior, Executive Director for Resources & Regeneration and Councillor Chris Barnham, Cabinet Member for School Performance		
May 2018	Stillness School Kitchen and Dining Hall Contract	26/02/19 Executive Director for Children and Young People	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		
May 2018	2 PCSA Contract Awards for Stage 1 of two SEND school expansion projects	27/02/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials