

Safer Stronger Communities Select Committee Agenda

Thursday, 12 September 2019
7.00 pm, Committee Room 3
Civic Suite
Lewisham Town Hall
London SE6 4RU

For more information contact: Katie Wood - 0208 3149446

This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed.

Part 1

Item		Pages
1.	Minutes of the meeting held on 16 July	3 - 10
2.	Declarations of interest	11 - 14
3.	Response to Referrals from this Committee There are no responses to referrals due at this meeting.	
4.	Budget Cuts	15 - 104
5.	Violence Against Women and Girls Report to follow	
6.	Select Committee work programme	105 - 122
7.	Items to be referred to Mayor and Cabinet	

Safer Stronger Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 12 September 2019.

Janet Senior, Acting Chief Executive
Tuesday, 3 September 2019

Councillor Juliet Campbell (Chair)	
Councillor James Rathbone (Vice-Chair)	
Councillor Liam Curran	
Councillor Sophie Davis	
Councillor Carl Handley	
Councillor Jim Mallory	
Councillor Lionel Openshaw	
Councillor Stephen Penfold	
Councillor Eva Stamirowski	
Councillor James-J Walsh	
Councillor Bill Brown (ex-Officio)	
Councillor Sakina Sheikh (ex-Officio)	

MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE

Tuesday, 16 July 2019 at 7.00 pm

PRESENT: Councillors Juliet Campbell (Chair), James Rathbone (Vice-Chair), Sophie Davis, Carl Handley, Jim Mallory, Stephen Penfold and James-J Walsh and Sakina Sheikh

APOLOGIES: Councillors Eva Stamirowski

ALSO PRESENT: Councillor Jonathan Slater (Cabinet Member for Community Sector), John Bardens (Scrutiny Manager), Adam Bowles (Head of OD & HR), Petra Der Man (Principal Lawyer), Philippe Granger (Rushey Green Timebank), James Lee (Service Manager, Inclusion and Prevention and Head of Cultural and Community Development), Barrie Neal (Head of Corporate Policy and Governance), Gary Cummins (Strategy and Policy Officer) and Gary Connors (Crime Reduction Service Manager)

1. Minutes of the meeting held on 22 May 2019

1.1 RESOLVED:

That the minutes be agreed as an accurate record of proceedings and the Chair be authorised the sign them.

2. Declarations of interest

- 2.1 Cllr Rathbone declared interests in item 9 as: a Council nominee to Voluntary Action Lewisham; a Council nominee to Citizens Advice Bureau Ltd; and a Trustee for Lee Green Lives, an organisation in receipt of main grant funding.
- 2.2 Cllr Walsh declared interests in item 9 as: a Council nominee to Voluntary Action Lewisham; a member of Unison's voluntary community branch; and being employed in the voluntary sector in London; and in items 6 and 8 as a founding member of Lewisham's LGBT forum.
- 2.3 Cllr Sheikh declared an interest in item 9 as a Trustee for Voluntary Services Lewisham.
- 2.4 Cllr Penfold declared an interest in item 9 as being employed by the Lewisham Refugee and Migrant Network, an organisation in receipt of main grant funding.

3. Response to Referrals from this Committee

3.1 RESOLVED:

That the response from Mayor & Cabinet be noted.

4. Stop and Search and Prevent Strategy In-depth Review - Response to recommendations

Gary Connors (Strategic Crime Reduction Service Manager) introduced a report setting out the Mayor and Cabinet response to the recommendations of the committee's review of stop and search and prevent and community relations. A discussion followed and the following key points were noted:

- 4.1 Regarding the response to recommendation 9 in the report, it was noted that it did not appear as though Mayor and Cabinet had accepted the recommendation to write to the Home Secretary about the lack of available local data. It was confirmed to the committee that the Mayor would be writing to the Home Secretary.
- 4.2 The committee asked when there would be more information available on the Council's plans for contributing to the independent national review of Prevent and how councillors might be involved.
- 4.3 It was noted that the Home Office has agreed to have Lewisham involved, but officers are not yet aware of the process of how this will happen. Officers hope to have more detail within the next month.
- 4.4 The committee's review has helped the council as it looks forward to what it funds.
- 4.5 The council will continue to work with the community and better communicate that Prevent is safeguarding based.
- 4.6 The council will also be working with an organisation that brings together different communities to look at how the Prevent process works by setting out different scenarios.
- 4.7 The committee held a vote on whether to make a referral to Mayor & Cabinet in order to draw attention to its response to referral 9.
- 4.8 The committee voted against making a referral in these terms.
- 4.9 The committee voted on resolving the item by thanking Mayor & Cabinet for their response to the committee review and stating that it looks forward to receiving a progress update in 6 months.
- 4.10 The committee voted in favour of this resolution.

RESOLVED

- 1) To receive, within a month, a copy of the letter that the Mayor will write to the Home Secretary regarding the lack of available local data on referrals to Prevent and Channel.
- 2) To receive, within a month, further information on the ways in which Lewisham Council can contribute to the national review of Prevent and how Members can be involved.
- 3) To be informed of the name of the external organisation the council is working with to run community-based sessions on Prevent and Channel.

- 4) That the committee thanks Mayor and Cabinet for its responses to their recommendations and that it looks forward to receiving a progress update in 6 months' time.

5. How Lewisham Council embeds Equalities across its service delivery - In-depth review

The Scrutiny Manager set out the background and focus of the scoping` paper for the committee's in-depth review of equalities.

- 5.1 The committee noted that it was very impressed with the paper, particularly the information in the appendix setting out each directorate's own challenges.
- 5.2 The review will include looking at how organisations funded by the council are embedding equalities.
- 5.3 Officers noted that if the Council funds an external organisation, the equalities duties still rest with the council.

RESOLVED

That the scope for the review be agreed.

6. Council's Employment Profile and Staff Survey Results

Adam Bowles, Director of Organisational Development & Human Resources presented a report providing information on key trends in the Council's workforce. The following key points were noted:

- 6.1 There was a slight increase in redundancies. In terms of both gender and ethnicity, the numbers were broadly similar to the workforce profile.
- 6.2 42.9% of the Council's workforce is BAME. This broadly reflects the workforce across London Councils, although it is slightly below the borough profile based on the 2011 census.
- 6.3 Overall, the BAME workforce increased 1.2% from the previous year.
- 6.4 A BAME staff forum is expected to be set up in the coming months. There is already a LGBT+ forum and a Disabled forum.
- 6.5 There is a gender pay gap of 10.6% in favour of women. Some of this is due to the profile of the workforce: the council has a relatively large manual workforce, which tends to be male, and a large number of social workers, which tend to be female.
- 6.6 There is good representation of women at a senior level.
- 6.7 4.2% of the workforce declared that they consider themselves to have a disability. This broadly reflects the rate across London Councils.
- 6.8 More job applicants were from women (58.8%) and more women were appointed (68.7%).
- 6.9 In terms of ethnicity, there was a drop off between applicants (60%) and those interviewed (53.3%), but a similar proportion move from interview to appointment.

- 6.10 Work is being carried out to investigate the drop off between application and interview. This will include trialling anonymised applicant CVs in some areas.
- 6.11 Of the workforce promoted, 72% were women, which is higher than the female percentage workforce rate of 61.2%.
- 6.12 41.5% of promoted employees were BAME, this is slightly lower than the BAME workforce rate of 42.9%.
- 6.13 100% of those that applied for promotion and who declared that they had a disability were successful in being promoted.

The Chair invited questions from the committee. A discussion followed in which the following points were made:

- 6.14 Officers confirmed that the employment profile excludes school staff and agreed to look into providing further information on the profile of the school workforce.
- 6.15 There have been some compulsory redundancies. The council always tries to redeploy people and part-time working can be discussed when jobs are advertised.
- 6.16 The committee queried what other categories of non-voluntary leavers there are other than dismissal. Officers agreed to provide a breakdown.
- 6.17 Part-time working is encouraged. The council is signing up to be a Timewise employer and offers a range of flexible working options.
- 6.18 The committee asked if there are any figures on how many people take shared parental leave. Officers agreed to look this up.
- 6.19 The committee queried if the council monitors the rates of promotion and leavers when people come back from parental leave. Officers confirmed that they do not, but agreed to carry out some work to feed into next year's report.
- 6.20 The committee queried rates of promotion in relation to LGBT. Officers noted that the figures on this were too small to report without possibly identifying individuals.

Gary Cummins, Unite the Union representative, presented information on some of the key successes, challenges, and concerns that union members had working for the council. The following key points were noted:

- 6.21 The key challenge is how to continue providing a high level of service to residents given that the council has fewer people and less money.
- 6.22 There's also concern about the conformity of council policies to ACAS guidance; the consistent application of flexible working; the appropriateness of some referrals to occupational health and the consistency of the weighting between GP and Occupational Health reports. There was also concern about the use of annual leave during a phased return to work following a period of long-term absence.
- 6.23 It was welcome that a number of agency workers had been taken on full time, but there was concern that there are still some agency workers with long-term service.
- 6.24 It was also noted that there is concern among BAME members about progressing through the organisation.

The Chair invited questions from the committee. A discussion followed in which the following points were made:

- 6.25 The committee noted the concerns among BAME employees about career progression and asked if measures such as the appointment as Royston John as the council's adviser on BAME career progression are making a difference for BAME employees.
- 6.26 The committee heard that the union's equalities officer is in process of arranging to meet with members to begin a conversation on measures such as this.
- 6.27 It was noted that there is a formal structure for trade unions and senior staff to resolve disputes. There are quarterly directorate meetings and an organisational meeting chaired by Director of Resources.
- 6.28 If there are disputes that can't be settled through this process they can be escalated to the works council, which is cabinet member-led.
- 6.29 It was noted that some trade unions refuse to attend the works council as they feel that it should be chaired by the Council's Chief Executive.
- 6.30 Although all the Council's policies comply with legislation, some of the policies and timeframes within them do not completely follow ACAS guidance.
- 6.31 The committee asked about the training council managers receive on HR policies. Officers noted that managers are expected to read HR policies as part of their induction process.
- 6.32 Officers also noted that the council works well with the trade unions and that council employees are encouraged to speak to their trade unions. The Head of Organisational Development and Human Resources noted that the council's existing consultation and negotiation agreed machinery was the appropriate place for union negotiations to be carried out, where both parties had the opportunity to fully present, discuss and understand the issues. This meeting was not the appropriate venue for union negotiations but did present an opportunity for Members to scrutinise relevant policies.
- 6.33 The committee thanked officers and the union representative for their presentations.

RESOLVED:

- (1) That a report on employee relations be considered at a later meeting of the committee, providing information on the council's process for resolving employment disputes; the council's phased return to work policy; the updating of the council's HR policies, the relationship between ACAS guidance and legislation; the numbers of long-term agency staff; the employment profile of schools in Lewisham; the proportion of non-voluntary leavers that are dismissals and the different categories of dismissal; and the numbers of staff who take shared parental leave.
- (2) That representatives from all three staff unions be invited to attend the meeting for this item to contribute to the discussion.

7. Exclusion of the Press and Public

The chair announced the reasons for the exclusion of press and public for the following item.

8. PART 2 Exempt Council's Employment Profile and Staff Survey Results

Adam Bowles, Director of Organisational Development & Human Resources, presented a report providing an overview of the staff survey results and a breakdown in relation to the committee's equalities review. The following key points were noted:

- 8.1 Participation in the staff survey has increased to 50% and overall employee engagement has increased by 5%.
- 8.2 Overall there are minimal differences in terms of ethnicity, gender, and sexuality. There are some however, this includes female employees being more likely to experience bullying and harassment; and lesbian and gay employees having less confidence in senior leadership.
- 8.3 Disabled employees are significantly more dissatisfied across all question areas.

At 9:30pm the committee agreed to suspend standing orders to complete the remaining agenda.

- 8.4 A high proportion of employees who experience bullying experience it from managers, employees, and the public.
- 8.5 The committee noted the number of employees saying that they do not understand how their own goals and objectives fit in with the wider organisation and asked what is being done to improve this.
- 8.6 The council has circulated information on the corporate strategy so that employees understand what the council is doing. More information on the performance cycle is being made available in order to connect service plans with the corporate strategy, and the corporate strategy is being linked to appraisals. There will also be training with managers and better internal communications.

RESOLVED:

That the report be noted.

9. Vision for the third Sector: Compact and Transformation

Councillor Jonathan Slater, Cabinet Member for Community Sector, introduced the report. Philippe Grainger, Rushey Green Time Bank, also addressed the committee. A discussion followed and following key points were noted:

- 9.1 The Council continues to be committed to grant funding. It is re-commissioning the third sector grants programme and continues to fund around 40 organisations over three years.
- 9.2 It will be funding the Rushey Green Time Bank (RGTB), under the umbrella of Lewisham Local, to look at how we use and build our community assets;

promote giving; and make council contracts and commercial opportunities work better.

- 9.3 It will also be considering a motion to join the Keep It Local campaign and support the community sector.
- 9.4 The level of monitoring of individual community and voluntary organisations is proportionate depending on the level of funding they receive.
- 9.5 The committee noted that an integral part of its recent referral on the main grants programme was the recommendation to review current governance arrangements, and asked for an update on this.
- 9.6 Officers are in constant conversations with Citizens Advice and the Advice Lewisham Partnership about governance.
- 9.7 There are also ongoing conversations between the different partners of Lewisham Local, primarily RGTB and Voluntary Action Lewisham (VAL), about the future arrangements for the Lewisham Local and the organisations within it.
- 9.8 Some larger organisations are monitored daily and required to report on their activity to the council. There will also be more strategic monitoring of quarterly flows of data and ongoing discussion of any issues arising.
- 9.9 Some smaller organisations will be are required to report quarterly and will receive an annual visit by a council officer.
- 9.10 Lewisham Local will be delivered by RGTB. It is set up as a “collaborative” model in order to bring cross sector partners together.
- 9.11 RGTB recognises that it is going to take some work to prepare the third sector for an asset-based approach. Groups will be contacted and informed of the benefits of working together. Most groups have already been contacted to discuss what they don’t have and what they could offer.

RESOLVED:

That the report be noted.

10. Select Committee work programme

The Scrutiny Manager introduced the work programme report:

- 10.1 The committee noted that it would need to include an additional item on the work programme in order to receive the further information requested as part of item 6.

RESOLVED:

That the report be noted.

11. Items to be referred to Mayor and Cabinet

There were no referrals.

The meeting ended at 9.36 pm

Chair:

Date:

Safer Stronger Communities Select Committee		
Title	Declaration of interests	
Contributor	Chief Executive	Item 2
Class	Part 1 (open)	12 September 2019

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;
- (b) and 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)

This page is intentionally left blank

SCRUTINY COMMITTEES			
Report Title	2020/21 Revenue Budget Cuts – Draft M&C Report		
Key Decision	No	Item No.	4
Ward	All Wards		
Contributors	Acting Chief Finance Officer		
Class	Part 1	Date:	12 September 2019

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 30 October 2019, as part of the preparation of a balanced budget for 2020/21 and future years.

2. EXECUTIVE SUMMARY

- 2.1. The Council's net General Fund budget for 2019/20 is £243m. This is based on using reserves for the sixth consecutive year to balance the budget and in-year pressures in some key services areas resulting in overspending, in part due to the delivery of cuts becoming harder. The current forecast for 2019/20 is an end of year overspend of £4.6m (at May 2019).
- 2.2. To put the Council's finances on a sustainable footing, the Medium Term Financial Strategy identifies the need for £37m of ongoing cuts in the two years to 2021/22 - £20.6m in 2020/21 and £17m in 2021/22. Of the £20.6m required in 2020/21, £8.4m cuts have already been approved by Mayor and Cabinet. This leaves a remainder of £12.2m to be identified. This is on top of the need to address the continuing in-year overspend in some service budgets.
- 2.3. Over the last ten years, the Council has undertaken a major budget reduction programme to manage the difficult financial challenge it has been faced with. In the period 2010/11 to 2019/20 the Council has implemented savings of £173m and identified cuts of £8.4m (out of the £20.6m required) in 2020/21.
- 2.4. The MTFs anticipates that an additional £29m 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 new 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. The timings for which remain uncertain as the government focuses on Brexit.

- 2.5. On the 8th August, the Treasury announced a one-year CSR, to be carried out by September 2019, clarifying that:
- This will be a one-year Spending Round which will fund departments' 2020/21 activities
 - In 2020, a full Comprehensive Spending Review (CSR) will be held, reviewing public spending as a whole and setting multi-year budgets
- 2.6. This report concentrates on £9.2m of the £12.2m remaining budget cuts required to balance the budget in 2020/21 and £500k of £17m required in 2021/22.
- 2.7. 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
2019/20	1,575	3,681	3,108	906		9,270
Total	39,279	67,183	27,479	31,753	7,013	172,707

Source: Council savings and budget reports.

- 2.8. These cuts have been made in the context of main 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.
- 2.9. The detail presented in this report identifies potential cuts proposals from officers of £9.7m over the years 2020/21 and 2021/22, bringing the total cuts

for 2020/21 to approximately £17.6m, and £500k in 2021/22. By Directorate and Division these proposals are outlined in table 2 below:

Table 2: Summary of Budget Cuts by Directorate and Division

Directorate / Division	20/21 Approved	20/21 New Proposals	21/22 New Proposals	Total
	£'000	£'000	£'000	£'000
Children and Young People (CYP)				
Children's Social Care	1,150	0		1,150
Joint Commissioning and Targeted Support	225	0		225
CYP Total	1,375	0		1,375
Community Services				
Adult Social Care	1,982	4,000		5,982
Crime Reduction, Supporting People, and Enforcement	161	0		161
Culture & Community Services	185	0		185
Community Total	2,328	4,000		6,328
Customer Services				
Environment	852	823		1,675
Housing (non HRA)	696	1,175		1,871
Regeneration and Place	1,105	180		1,285
Planning	100			100
Customer Services Total	2,753	2,178		4,931
Corporate Services				
Financial Services	350	0		350
Legal Services (excl. elections)	32	0		32
Policy & Governance	259	0		259
Strategy	135	0		135
Corporate Resources	0	1,000		1,000
Human Resources	78	0		78

Directorate / Division	20/21 Approved	20/21 New Proposals	21/22 New Proposals	Total
	£'000	£'000	£'000	£'000
Public Services	1,124	500	500	2,124
Technology & Change	0	1,500		1,500
Corporate Services Total	1,978	3,000	500	5,478
Grand Total	8,434	9,178	500	18,112

2.10. The report presents a summary of the cuts proposed with detailed proformas provided for each of the proposed cuts for 2020/21 by Directorate appended, with two exceptions which will follow in separate reports. They are the return of:

- The Environment proposal to reduce the frequency of street sweeping with the pilot underway - £823k; and
- The Regeneration & Place proposal to reduce the number of school crossing patrols on conclusion of risk assessments – est. £80k.

2.11. In addition to the General Fund budget cuts considered in this report, it is anticipated that there may be further cuts to the Public Health Grant. The Service is preparing cuts proposals to ensure spend is maintained within the level of grant. An update is provided at 9.9 with the detail to be brought forward separately for Scrutiny and onto Mayor & Cabinet.

2.12. 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 2020/21 would need to be set using £2.9m of reserves or New Homes Bonus (if the scheme continues for 20/21).

2.13. There is scope for two additional rounds of budget cuts to be taken through the decision process as part of setting the 2020/21 budget, as detailed in section 10 below. Consideration of how the gap for 2020/21 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 2020/21 budget report in February 2020.

2.14. Overall the strategic focus for services in terms of the Medium term Financial Strategy is on:

- Delivering budget cuts in 2019/20 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 2020/21 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. On the 30 October Mayor and Cabinet will then be asked to:
 - 3.2.1. Note the progress with identifying budget cuts, the £2.9m shortfall against the target for 2020/21, and the implications for the use of reserves.
 - 3.2.2. Review the new cuts proposals presented in Section 9 and Appendices 1 to 3, totalling £9.178m and referenced:
 - COM1a,2a,3a and COM18
 - CUS7, CUS15, CUS16, RES19, and RES20
 - CUS11a, CUS14a , RES21 and RES22
 - 3.2.3. Consider the comments of the Public Accounts Select Committee of the 24 September 2019, 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.
- 3.3. Scrutiny committees are asked to review and comment on the Capital programme as it relates to their area(s) of interest and feedback to the Public Accounts Committee.

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 Contextual Information
8	Approach to 2020/21 Budget Cuts
9	Proposed Budget Cuts
10	Timetable
11	Capital Programme
12	Financial implications
13	Legal implications
14	Conclusion
15	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 launched its new Corporate Strategy in 2019, with seven corporate priorities as stated below:

Corporate Priorities

- **Open Lewisham** - Lewisham will be a place where diversity and cultural heritage is recognised as a strength and is celebrated.
- **Tackling the housing crisis** - Everyone has a decent home that is secure and affordable.
- **Giving children and young people the best start in life** - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.

- **Building and inclusive local economy** - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
- **Delivering and defending health, social care and support** - Ensuring everyone receives the health, mental health, social care and support services they need.
- **Making Lewisham greener** - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.
- **Building safer communities** - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

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 2020/21.

6. FINANCIAL CONTEXT

6.1. The Council has a net General Fund budget for the current financial year, 2019/20, of £243m. 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 2019/20 the Council ended the financial year with a Directorate overspend position of £9.6m with the largest pressure being in the area of Children's Social Care. The 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 2019/20 budget is under pressure from the need to deliver services within the available level of financial resource and identify yet further reductions. The 2019/20 budget was set using £7.5m of reserves as insufficient cuts were agreed.
- 6.5. The impact of a cuts shortfall is that reserves, which can only be used once, are depleted, higher levels of spending are carried forward, and added to the cuts target for the following year. The £7.5m shortfall from 19/20 now forms part of the £20.1m target for 2020/21. Any unachieved cuts in 2020/21 will most likely have to be met by using reserves and will then also be carried forward to 2021/22, increasing the budget reductions requirement for that year.
- 6.6. Furthermore, as at May 2019, Directorates have forecast an end of year overspend in the region of £4.6m, down from £14.6m at the same time last year. The 19/20 budget also used once-off funding to support the Children Social Care budget pending the impact of the continuing improvement programme for this service. Any end of year overspend also has to be met from the use of the Council's once-off reserves and provisions. These positions will be reviewed and
- 6.7. In the ten years between 2010/11 and 2019/20 the Council has agreed budget cuts of £174m of which £172.7m have been and are being delivered.
- 6.8. In July 2019, 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:
- changes in regulations and standards;
 - government policy and funding changes; and
 - demographic change and wider social implications linked to the above.
- 6.9. For 2019/20 and beyond, to bring the Council's finances in line with the estimated reduced funding levels going forward, the MTFS identifies the need for £29.3m of ongoing cuts in the two years post 2020/21 – split £16.6m in 2021/22 and £12.7m in 2022/23.

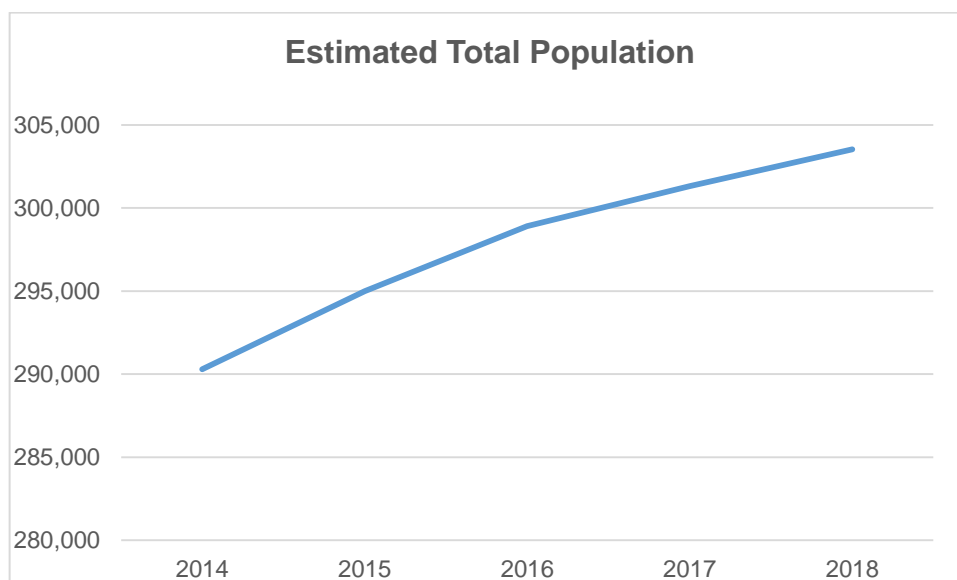
- 6.10. These longer dated cuts projections remain uncertain pending confirmation of any policy, funding, or wider economic changes, especially with the delay in the Fair Funding Review and the change of Government. These estimates will be revisited for any implications from the new Chancellor of the Exchequer's Autumn Budget in November, the next Comprehensive Spending Review (CSR) and in the 2020/21 provisional Local Government Finance Settlement announcement in December.
- 6.11. The Council's four year Revenue Support Grant settlement came 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.
- 6.12. The government is therefore undertaking a Fair Funding Review to update the needs formula and set new funding baselines. This was originally intended to take effect from April 2020, however confirmation of this is yet to be made by the Secretary of State.
- 6.13. On the 8th August, the Treasury announced a one-year Spending Review (SR), to be carried out by September 2019, clarifying that:
- This will be a one-year Spending Round which will fund departments' 2020/21 activities
 - In 2020, a full SR will be held, reviewing public spending as a whole and setting multi-year budgets
- 6.14. This should now provide an opportunity for MHCLG to announce the following:
- Whether the planned Fair Funding Review and redesign of Business Rates will be implemented, as previously announced, in April 2020; or will be delayed until April 2021, after CSR20.
 - A technical paper on Settlement 2020/21. However, it is likely that this would not be issued until the conclusion of the one-year Spending Review in September.
- 6.15. These delays could pre-empt the assumption that the Funding Settlement for 2020/21 may remain unchanged from 2019/20. Therefore, for prudence, the MTFs has assumed the cuts to funding will continue in its current form. The cuts figures in this report are based on this understanding.
- 6.16. It is expected that the 2020/21 provisional local government finance settlement will be announced in December 2020. Until then, the uncertainty in the Council's future funding forecasts remains.

7. LEWISHAM CONTEXTUAL INFORMATION

- 7.1. 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. These conditions drive the focus on enhancing corporate grip to manage the increased risks across the organisation and keep the financial position in balance.
- 7.2. This section provides an overview of some of the main volume drivers for service income and expenditure considered in reviewing the potential for further cuts (see approach in section 8). They are:
- Population by age band
 - Number of properties by CTax band
 - Looked after Children
 - Adults receiving Social Care
 - Waste disposal volumes
 - Number of Businesses

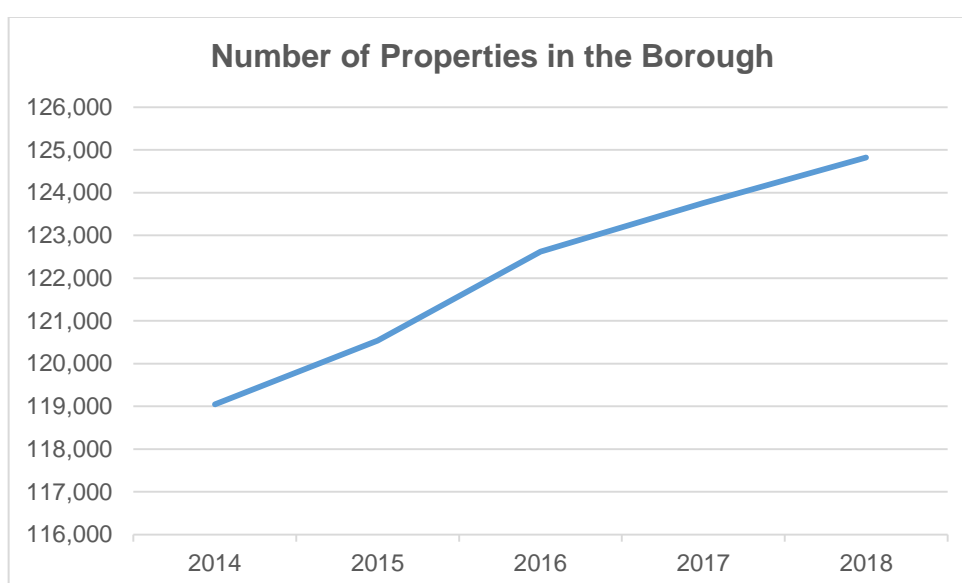
The increase in population over time has increased spend in certain areas such as waste disposal, and other environmental services. The change in Lewisham's demographics is one of the main drivers of Council spending. The graphs below show Lewisham's population and other demographic changes over the last few years.

The following charts and tables highlight some of the changes in Lewisham demographics over the past five years.



Estimated Population Data by Age Group

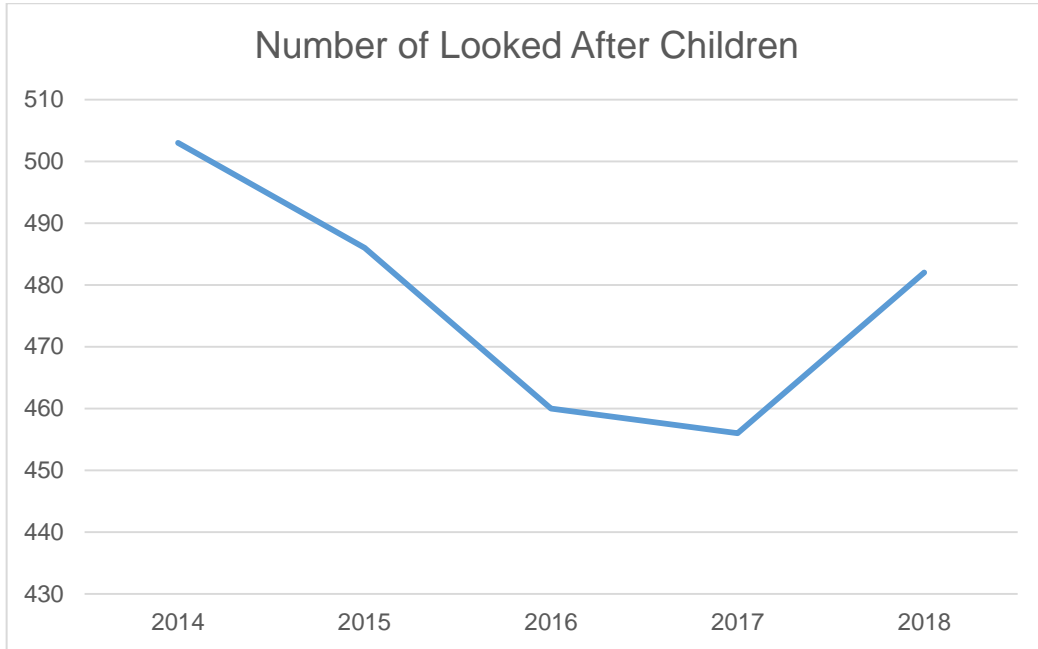
	2014	2015	2016	2017	2018
0 - 5	26,979	27,035	27,019	26,801	26,112
6-18	42,767	43,502	44,001	44,485	45,404
19- 25	28,022	27,617	27,150	26,819	26,436
26 - 65	166,934	171,018	174,669	176,861	178,948
65+	27,320	27,548	27,943	28,088	26,636
Total	290,284	294,999	298,903	301,307	303,536



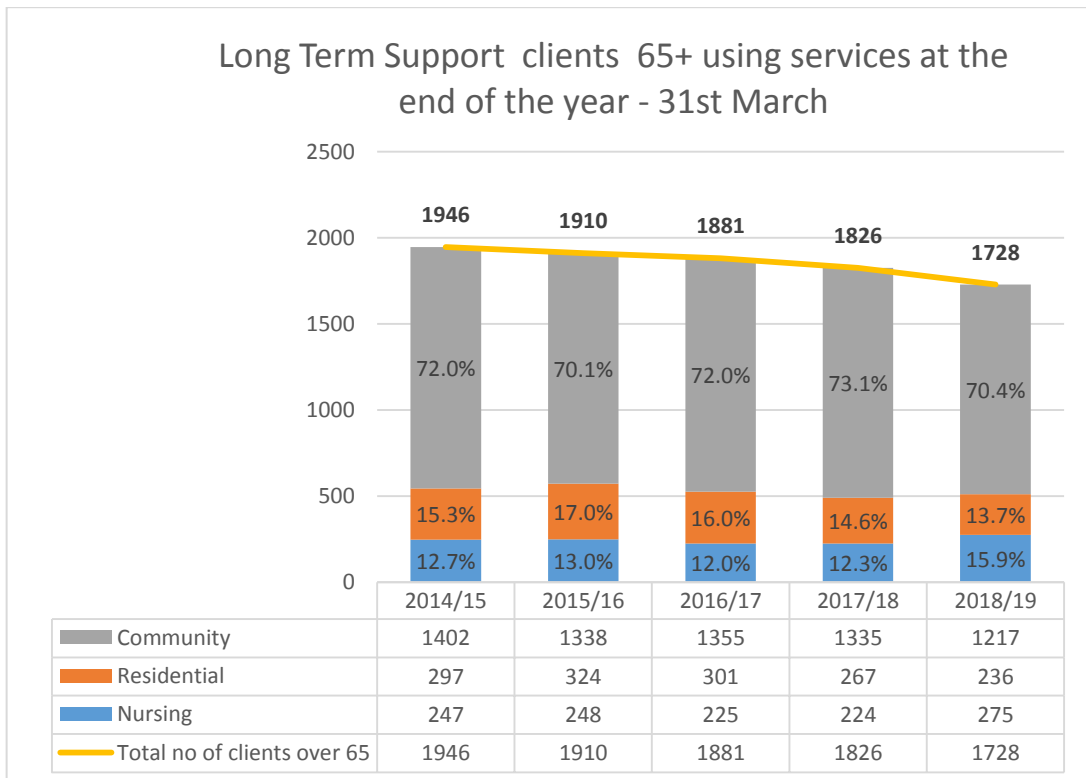
Number of Properties in the Borough by Council Tax Band

Property Band	2014	2015	2016	2017	2018
A	7,281	7,470	7,726	7,789	7,864
B	32,733	33,152	33,691	34,000	34,198
C	42,354	42,944	43,868	44,357	44,852
D	25,285	25,501	25,726	25,955	26,146
E	7,229	72,943	7,413	7,463	7,559
F	2,718	2,725	2,736	2,722	2,727
G	1,277	1,283	1,292	1,300	1,300

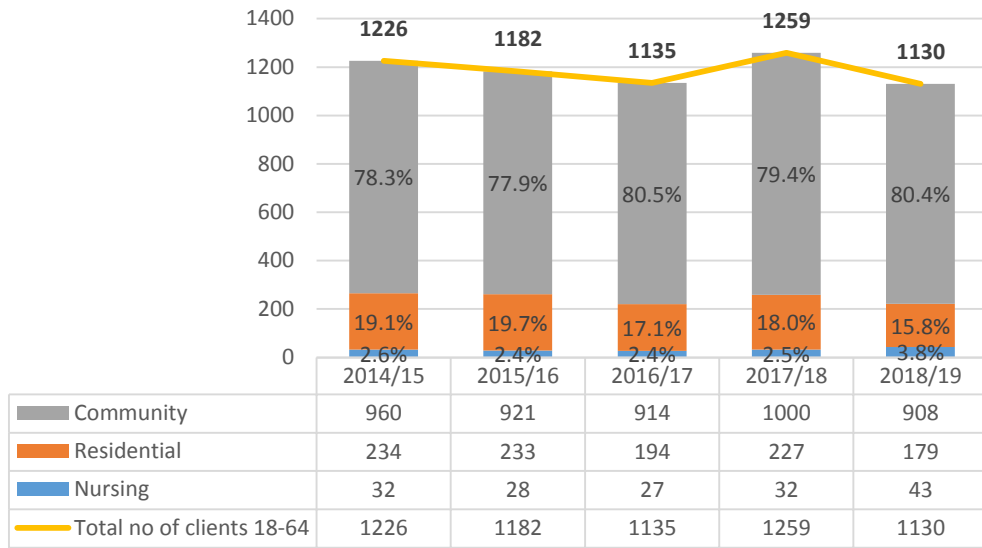
H	170	166	169	171	171
Total	119,047	186,184	122,621	123,757	124,817



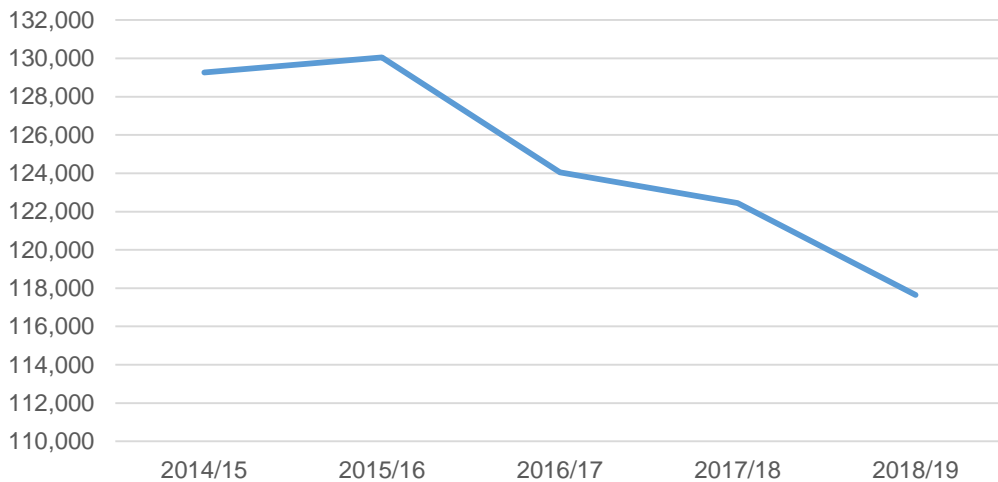
Source: Dept for Education



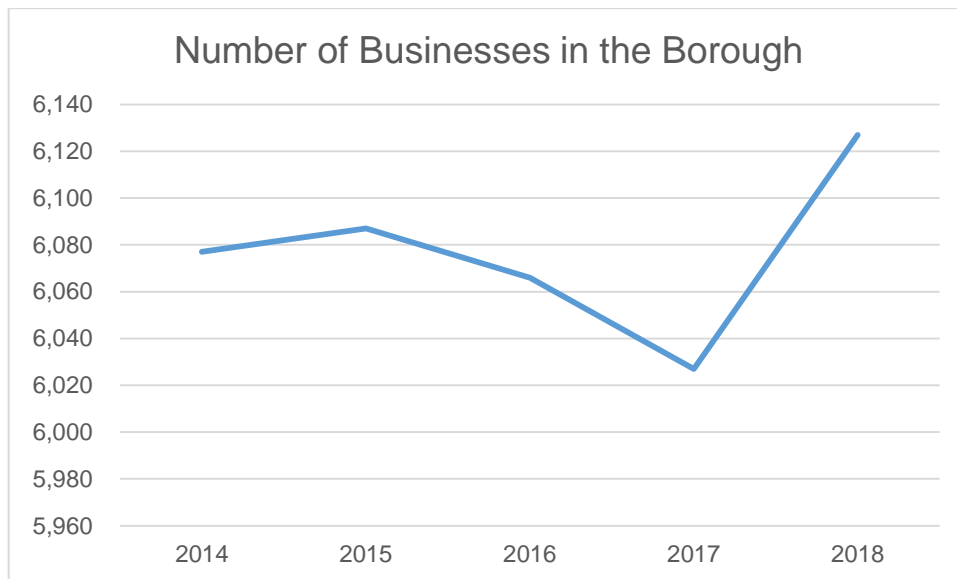
Long Term Support - Adults 18-64 using services as at the end of the year - 31st March



Waste Disposal Volumes



Whilst total waste collection volumes have decreased by 8% over the last five years, the contractual costs of disposal have increased at a greater rate. This has been magnified by the change in the mix, where volumes of incineration waste has declined by 14,000 tonnes (14%) whilst composting volumes have increased by 10,400 tonnes (576%) over the same period. The former is currently charged at £63.52 per tonne for disposal whilst the latter costs up to £78 per tonne. Recycled tonnages has actually decreased by almost 2,000 tonnes (10%) over the same period but the cost is forecast to increase by £0.4m this year as the unit cost has increased by £6.17 (8.4%) pursuant to a new dry recycling contract.



Source: Valuation Office, 2018 numbers based on 2017 revaluation

8. APPROACH TO 2020/21 BUDGET CUTS

- 8.1. Officers have built on the approach to the budget cuts process used in 19/20 which looks differently at the pressures, risks, and opportunities which lie ahead. The approach for bringing forward cuts proposals for 2020/21 maintained the back to basics approach, focused on the Directorates accountability for delivering their services to budget.
- 8.2. This year has continued with the Star Chamber process for all services. Targets have not been set by service area or work strand. The Acting Chief Finance Officer held Star Chamber meetings with each Executive Director and the respective Directors summarising the financial position for their services and the actions being taken to manage costs within budget. Directors then presented their cuts proposals for the year. 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.
- 8.3. In the absence of targets and following the focus last year on the boundary with statutory limits, there were a number of services that are not providing proposals this year. This position was reviewed and challenged with examples of reasons for not offering further cuts including:
- Currently overspending so any reduced spending to meet existing pressures first (e.g. some children and environment services);
 - At the statutory or regulatory limits of the service and notified following inspection (e.g. enforcement of environmental standards);
 - Risk of severe service weakness or failure if cut further such that better to stop rather than reduce (e.g. a number of corporate services areas); and

- Services severely cut in recent years with change needing to settle before disrupting further (e.g. grants programme)
- 8.4. Those service areas without proposals were challenged to work on setting out their future service needs and the relationships and dependencies with other services to be relevant going forward. Examples of the areas this approach applies to include:
- Links between voluntary sector, Council grants in cash and services in kind (e.g. premises) and adult social services;
 - The future role of Libraires for the community and services they might support;
 - The Leisure offering the Council provides for residents; and
 - Corporate services, in particular the use of technology to support service delivery.
- 8.5. This preparatory work is to help set the ground work for more radical service redesign and prioritising investment in the future, depending on the Council's financial constraints and the opportunities such change may offer. The conclusion of this work will translate through into future service planning and budget rounds.

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 7 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 £9.178m of cuts presented in the overview in this section all relate to the cuts required of £20.6m for 2020/21 (£8.4m previously approved), and £17m required in 2021/22. The proposed cuts are presented by Directorate and have passed through the Star Chamber process.
- 9.2. The cut proposed here are additional to those already agreed in the £8.4m November 2018 M&C report for 2020/21. Preparations for the implementation of these continues and is tracked through the financial monitoring and will be brought back for re-endorsement as part of the 2020/21 budget setting process.
- 9.3. The referencing for the new proposals presented here continues that from 19/20, not least as a number of the cuts are extensions of the service changes begun with the 19/20 cuts. Those that build on existing work carry the same reference but denoted as a, b, etc.. (e.g. COM1a is a continuation and extension of cut COM1 agreed on the 28 November 2018 as part of the previous cuts round). New cuts extend the numbering from where the previous round stopped (e.g. COM18 is a new proposal).
- 9.4. Further details are presented setting these details out in the proformas at Appendices 1 to 3.

Children and Young People's Directorate

- 9.5. The Directorate of Children and Young People has not proposed further cuts in addition to those already approved by Mayor and Cabinet in November 2018.
- 9.6. A summary of previously approved 2020/21 cuts is attached as Appendix 8 to this report.

Community Services Directorate

- 9.7. The following cuts totalling £4m are proposed by the Community Services Directorate in 2020/21 in addition to the £2.3m already approved in November 2018. The total cuts of £6.3m represent 7% of the Directorate's total net budget. Over half of the total cuts are to the Adult Social Care budget focussing on cost reduction.
- 9.8. Details of each proposal can be found in Appendix 1 of this report and a summary of previously approved 202/21 cuts at Appendix 8.

Table 6: Summary of Community Services Proposed Budget Cuts

Division	Ref	Summary of Proposals	2020/21 £'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 £53.588m Proposed Cuts £4m			
	COM1a	Managing demand at the point of access to adult social care services	1,000
	COM2a	Ensuring support plans optimise value for money	500
	COM3a	Increase revenue from charging Adult Social Care clients	500
	COM18	Funding inflationary increase from within the ASC Grant	2,000
	Community Services Total		4,000

Public Health

- 9.9. The ring-fenced public health grant is £23,683,000 for 2019/20, following a grant reduction of £642,000 from the 2018/19 grant amount. This makes a total of £3,985,000 in cuts to the public health grant to date. The public health grant settlement for 2020/21 is due to be confirmed in the government one-year spending round this autumn.
- 9.10. The public health team is making preparations in the event that there are further grant reductions of similar magnitude to that in 2019/20. These preparations will be brought back to the Healthier Communities Select Committee in October.
- 9.11. Even if the Public Health Grant Settlement for 2020/21 remains the same as 2019/20 (i.e. no further cut), there will still be a £196,000 cost pressure in the Health Visiting Service budget line for 2020/21. This is a result of the £196,000 recurring budget reduction for this service agreed as part of the PH budget cuts for 2019/20.
- 9.12. There was initially resistance to implementing this proposed cut. An interim arrangement for 2019/20 only, was agreed between the Executive Director of Community Services and the Chief Executive of Lewisham and Greenwich Trust to enable the saving to be achieved without an impact on the budget available to the HV Service. The saving was badged as a reduction in the value of the contract for HV Services but the Trust provided assurance that the reduction in income would be absorbed from elsewhere in the Trust's budget and not result in a reduction in the funds available to the HV Service.
- 9.13. As this was an interim agreement for one year only, an alternative, sustainable method of achieving the £196,000 reduction to the HV Service budget needs to be identified for 2020/21 onwards.
- 9.14. As the current contracts for both Health Visiting (HV) Services and the School Health Service (SHS) expire on 31/03/20, it has been proposed that the contracts & budgets for these services be combined into a single 0-19 service and extended for 1 year to 31/03/21. The combined value of this contract would be £6,909,827 (E52204 = £5,889,000*, E52201 = £1,020,827). * This includes the reduction of £196,000 to the value of the HV Service budget pre 2019/20.
- 9.15. Combining and extending the contract with LGT, for a period of 12 months, will provide both stability and flexibility to enable the provider and commissioners to work together to respond to emerging local and national policy developments whilst developing a new service model capable of identifying, prioritizing and addressing the needs of CYP in Lewisham across the age spectrum.

- 9.16. A number of mutual benefits to this approach have been identified by both the provider and commissioner. This includes greater flexibility and responsiveness enabling:
- Ratios and caseloads across both the HV and SHS workforce to be reviewed and staff resources to be deployed more effectively to meet identified need;
 - Current performance levels and service quality to be maintained within a reduced budget envelope; and
 - Opportunities to test innovative models of delivery to provide proof of concept and inform the ongoing development of the service model.

Housing, Regeneration & Environment Directorate

- 9.17. The following cuts totalling £2.178m are proposed by the new Housing, Regeneration & Environment Directorate in 2020/21, in addition to the £2.7m cuts previously approved in November 2018.
- 9.18. Details of each proposal can be found in Appendix 2 of this report and a summary of the previously approved cuts from November 2018 at Appendix 8.

Table 7: Summary of Housing, Regeneration & Environment Proposed Budget Cuts

Division	Ref	Proposals	2020/21 £'000
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 £0.823m			
	CUS7	Reduce sweeping frequency to residential roads to fortnightly. NB – no proforma as pilot underway which will report back separately for scrutiny and a M&C decision. This is anticipating the full cut can still be made as previously presented.	823
		Subtotal	823
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 5.545m			

Division	Ref	Proposals	2020/21
			£'000
Proposed Cuts £1.175m			
	CUS15	Cuts to No Recourse to Public Funds service budget	1,000
	CUS16	Operational savings in the Private Sector Housing Agency through service improvements	175
		Subtotal	1,175
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 £7.8m			
Proposed Cuts £0.18m			
	RES19	School crossing patrol NB – no proforma as risk assessment work is underway which will report back separately for scrutiny and a M&C decision. v	80
	RES20	Nursery Lettings	100
		Subtotal	180
	Housing, Regeneration & Environment Total		2,178

Corporate Services Directorate

- 9.19. The following cuts totalling £3.5m are proposed by the new Corporate Services Directorate over 2020/21, in addition to the £2m cuts previously approved in November 2018, a total of £5.5m across both years.
- 9.20. Full details of each proposal are attached as Appendix 3 to this report and a summary of previously approved cuts at Appendix 8.

Table 8: Summary of Corporate Services Proposed Budget Cuts

Division	Ref	Proposals	2020/21	2021/22
			£'000	
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 Revenues and Benefits £1.436m				
Proposed Cuts £0.5m				
Net Budget Parking £(5.81)m				
Proposed Cuts £0.5m				
CUS11a	Process automation in Revenues and Benefits			500
CUS14a	Parking service budget review		500	
	Subtotal		500	500
Corporate Resources				
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.				
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.				
RES21	Reduced allocaton of inflation to contract costs		1,000	
	Subtotal		1,000	
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				
RES22	Reduced allocation of inflation as dividend for improved ICT provision		1,500	
	Subtotal		1,500	
Corporate Services Total			2,500	500

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.	3 Sept	17 Sept	11 Sept	18 Sept	12 Sept	24 Sept
OSBP	15 October					
M&C	30 October					

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 15 October 2019.

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 2020/21. 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.	4 Nov	16 Oct	28 Oct	30 Oct	6 Nov	9 Oct
OSBP	12 November 2019					
M&C	20 November 2019					
Select Ctte.	2 Dec	5 Dec	4 Dec	16 Dec	16 Dec	26 Nov
OSBP	27 January 2020					
M&C	5 February (Budget)					

10.4. The Overview and Scrutiny Business Panel (OSBP), post M&C, for these rounds will be 3 December 2019 and 11 February 2020 respectively.

11. CAPITAL PROGRAMME

- 11.1. In addition to considering the revenue budget and possible cuts, the Public Accounts Committee has asked the other Select Committees to review the capital programme as it relates to their areas of activity and make any comments on the reporting and monitoring of the schemes underway and planned.
- 11.2. The capital programme is adopted annually as part of the Budget agreed by Full Council in February. Progress is then reported quarterly to M&C as part of the routine financial monitoring. The most recent report (July 2019) is at Appendix 9. In summary the capital programme for 2019/20 is:

2018/19 Capital Programme	Budget Report (February 2019)	Revised Budget	Spend to 31 May 2019	Spent to Date (Revised Budget)
	£m	£m	£m	%
GENERAL FUND				
Schools - School Places Programme	11.0	11.1	0.4	4%
Schools - Other (inc. Minor) Capital Works	1.4	5.9	0.1	2%
Highways & Bridges - LBL	3.5	3.5	0.1	3%
Highways & Bridges - TfL	0.0	2.2	0.0	0%
Highways & Bridges - Others	0.0	2.1	0.0	0%
Catford town centre	5.5	5.1	0.1	2%
Asset Management Programme	2.5	2.0	0.3	15%
Smart Working Programme	0.9	2.3	0.8	35%
Beckenham Place Park	2.5	2.4	0.9	38%
Heathside & Lethbridge Regeneration	0.0	0.6	0.0	0%
Excalibur Regeneration	0.0	1.7	0.2	12%
Lewisham Homes – Property Acquisition	6.0	3.0	0.0	0%
Private Sector Grants and Loans (inc. DFG)	1.3	3.8	0.1	3%
Achilles St. Development	0.0	7.3	0.0	0%
Ladywell Leisure Centre Development Site	0.0	1.0	0.0	0%
Edward St. Development	9.1	9.1	0.0	0%
Travellers Site Relocation	1.1	1.1	0.0	0%
Fleet Replacement Programme	0.0	7.8	0.0	0%
Other General Fund schemes	2.2	5.6	0.0	0%
TOTAL GENERAL FUND	47.0	77.6	3.0	4%
HOUSING REVENUE ACCOUNT				
Housing Matters Programme	37.3	21.0	0.3	1%
Decent Homes Programme	57.1	51.4	1.8	3%
Other HRA schemes	0.8	1.6	0.1	4%
TOTAL HOUSING REVENUE ACCOUNT	95.2	74.0	2.2	3%

TOTAL CAPITAL PROGRAMME	142.2	151.6	5.2	3%

11.3. For more detail please see Appendix 9.

12. FINANCIAL IMPLICATIONS

12.1. 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.

13. LEGAL IMPLICATIONS

Statutory duties

13.1. 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

13.2. 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

13.3. 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

- 13.4. 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.
- 13.5. 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.
- 13.6. 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.
- 13.7. 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.
- 13.8. 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>

13.9. <https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

13.10. 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.

13.11. 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>

13.12. 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 4 and attention is drawn to its contents.

13.13. The equalities implications pertaining to the specific service reductions are particular to the specific reduction.

The Human Rights Act

13.14. 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.

13.15. 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 |

- Article 9 - 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

13.16. 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

13.17. 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

13.18. 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

13.19. 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

13.20. 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 3 of this report and Appendix 6 which is a summary of specific legal implications for each budget cut proposal.

Equalities Implications

13.21. Detailed policy and equality implications have been appended to this report as Appendix 5.

14. CONCLUSION

14.1. The Council expects to need to make further cuts between now and 2021/22 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.

14.2. The expected amount and timing of the cuts for 2020/21 and future years has been detailed above. However, the definitive position is dependent on the SR19, Autumn Budget and Local Government Finance Settlement due in September, November and December respectively.

15. BACKGROUND DOCUMENTS AND FURTHER INFORMATION

Short Title of Report	Date	Contact
Medium Term Financial Strategy http://councilmeetings.lewisham.gov.uk/documents/g5477/Public%20reports%20pack%2026th-Jun-2019%2018.30%20Mayor%20and%20Cabinet.pdf?T=10	June 2019	David Austin
Budget 2019/20 http://councilmeetings.lewisham.gov.uk/documents/g5131/Public%20reports%20pack%2027th-Feb-2019%2019.30%20Council.pdf?T=10	February 2019	David Austin

Appendices

1. Community Services Budget Cuts Proposals
- 1B. Adult Social Care Savings Consideration 20/21
2. Housing, Regeneration and Environment Budget Cuts Proposals
3. Corporate Services Budget Cuts Proposals
4. Making Fair Financial Decisions Guidance
5. Policy and Equalities Analysis
6. Specific Legal Implications
7. Summary of Cuts Proposals
8. Previously Approved 2020/21 Budget Cuts
9. Capital programme (extract from Financial Monitoring to M&C)

For further information on this report, please contact:
David Austin, Interim Chief Finance Officer on 020 8314 9114

Appendix 1: Community Services Proposals

1. Cuts proposal	
Proposal title:	Adult Social Care
Reference:	COM1a, COM2a, COM3a and COM18
Directorate:	Community Services
Director of Service:	Director of Operations Adult Social Care, Joan Hutton & Director of Joint Commissioning, Dee Carlin.
Service/Team area:	Adult Social Care (ASC)
Cabinet portfolio:	Cabinet Member for Health and Adult Social Care – Cllr Chris Best
Scrutiny Ctte(s):	Healthier Communities Select Committee

2. Decision Route			
Cuts proposed:	Key Decision	Public Consultation	Staff Consultation
	Yes / No	Yes / No	Yes / No
a) COM1a Managing demand at the point of access to adult social care services: £1.0m	Yes	No	No
b) COM2a Ensuring support plans optimise value for money: £500k	Yes	No	No
c) COM3a Increase revenue from charging Adult Social Care clients: £500k	Yes	No	No
d) COM18 funding inflationary increase from within the ASC Grant £2.0m	No	No	No

3. Description of service area and proposal
<p>Description of the service area (functions and activities) being reviewed:</p> <p><u>COM1a & COM2a COM3a</u></p> <p>The two main points of access to adult social care are 1) the community via the Social Care Advice and Information Team (SCAIT), and 2) the acute hospitals via the Hospital Discharge Team. The principles of the Care Act 2014 regarding assessment and eligibility criteria are applied to determine the appropriate response to these contacts and referrals.</p> <p>Adult social care have been piloting differing approaches to deliver both effective outcomes for residents who make contact for support, and effective management of demand and the use of resources. This is known as the 3 conversation approach strength and asset based approach to assessment.</p> <p>This approach places the use of prevention and early intervention that can promote self management, independence, rehabilitation and recovery at the heart of practice.</p>

3. Description of service area and proposal

If a person has needs that are not eligible at that time, there is support available to access information and advice or preventative services.

The approach used builds further on the arrangements that have been put in place to manage demand appropriately and effectively. It is complemented by the Councils commitment to community development that links those with care needs to opportunities that are available from universal services and the third sector organisations within the community.

The four neighbourhood assessment teams established across the borough and a team that work specifically with adults who have a learning disability provide the main assessment and support planning function for those with care needs. In accordance with the approach to integration across health and social care and by building on the “Care at home” approach to multi-disciplinary working we will ensure the right support is in place to individuals and work to reduce duplication where possible.

As part of the assessment process and in accordance with the national ‘fairer charging policy framework’, people in receipt of care and support are financially assessed to ascertain the level of contribution they need to make towards the cost of their care.

Whilst adult social care is chargeable, healthcare is free at the point of delivery. For those people who have support for their healthcare needs there are arrangements in place for the Council to recharge the CCG.

The Adult Social Care budget is divided into two areas of expenditure, care costs £76.4m and staffing costs £11.2 m. There are annual inflationary increases and uplifts which amount to approximately £2.2m, these will be covered using the ASC base grant.

Attached in Appendix 1B is further detailed information relating to these proposals.

Cuts proposal*

COM1a - £1m

The £1.0m identified under COM1a is an extension of the £122k identified and achieved under the 19-20 COM1 cut by piloting new ways of working that “Manage demand for Social Care effectively using the (3 conversations) strength based approach to practice”.

We have considered good practice identified from benchmarking the use of resources, using a focused analysis of our spend by the Association of Directors for Adult Social Services (ADASS), Local Government Association (LGA) and Independent Peer Challenge (IPC).

There are approx. 3,175 adults receiving care at any one time. By managing demand and reducing this number by 100 to 3,075 there will be an anticipated cost cut of £1m.

The approach will:

- Connect people at an early stage to support them to get on with their lives independently;
- Identify when people are at risk and apply solutions to make them safe;

3. Description of service area and proposal

- provide a fair and proportionate personal budget that considers where sources of funding come from which includes the persons own resources or health funding if this is appropriate;
- Identify people who are self-funders at an earlier stage and provide them with information and advice so that they can make their own arrangements; and
- 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 the hospital.

This has estimated 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 the correct levels of benefits are in place. Support is provided to people from the staff within the SCAIT team to connect them to these resources and solutions. The proposal would reduce ASC spend from 15.5% of the budget currently, in line with the 15% recommended.

COM2a - £0.5m

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:

- 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; and
- Commissioners will continue to work with the care market to ensure that the social care investment used is the most cost effective and of good quality.

COM3a - £0.5m

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 and Regeneration.

Since January 2018, corrective work has been carried out to bring everyone's charges up to date, resulting in provisional estimates of additional income of £25k weekly.

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 more accurate payments to the range of care providers who are commissioned.

COM18 - £2m

The approach will rebaseline adult social care budgets to reflect the continuation of grants. The service will fund inflationary uplifts by using existing ASC grant budget.

4. Impact and risks of proposal

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

COM1a and COM2a

This has required a cultural shift to practice for staff who deal with contacts and assessments. The approach is supported by a learning and development programme led by the Principle Social Worker (PSW).

4. Impact and risks of proposal

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 ASC and as a consequence, it is likely, 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. In addition, council run or commissioned universal services will need to be accessible to support individuals where appropriate.

This is set out in more detail in the separate paper to the Healthier Select Committee for their meeting of the 3 September. The Lewisham Offer, is a summary of the strength and asset based approach that is used to manage demand and resources effectively.

COM3a

Some service users may cancel their care due to the financial contribution they are assessed to pay. They will be supported on an individual basis to ensure they have access to any benefits that they are eligible for.

COM18

By using the grant to fund inflationary increases, there is a risk that providers will request an increase that is higher than we can afford. The Council remains committed to paying the London Living Wage.

Outline risks associated with proposal and mitigating actions to be taken:

In relation to the new cuts being offered, as these are extensions of those previously agreed, the main risks for each area are as follows:

- People will choose not to purchase the care and support they need. This can be mitigated by maximising their take up of welfare benefits;
- There is a risk that community based solutions become less available as funding restrictions impact on voluntary sector partners; and
- Delays in publishing the Green Paper and the longer term care integration and funding proposals for adults social care mean uncertainty regarding the management of pressures going forward.

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	
	64,869	11,261	53,588	
HRA	n/a	n/a		
DSG	n/a	n/a		
Health				

5. Financial information				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
COM1a		1,000		1,000
COM2a		500		500
COM3a		500		500
COM18		2,000		2,000
Total		4,000		4,000
% of Net Budget	%	7.4%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Y	N	N	N
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
5	3	1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
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	
N/A	N/A	

7. 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?

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

8. Service equalities impact

members if deemed appropriate which can fall disproportionately on women. Carers often provide informal support to service users and are considered as part of the strength and asset approach to assessment. It is important that they are offered and encourage to accept a Carers assessment in their own right that takes into account their Health, Wellbeing and supports them in their caring role.

For all of the proposed cuts areas the same cohort of services users with the same needs and protected characteristics will be effected. Impact assessment above covers all proposals. We will complete separate EIA's in areas where there are changes to provision.

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

9. Human Resources impact

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

10. Legal implications

State any specific legal implications relating to this proposal:

The pro forma accurately reflects Care Act duties. However, given the fact that client groups may be vulnerable and have protected characteristics (such as age/disability/gender) there will need to be an equalities impact assessment carried out before a decision can be made.

A report on COM1 & 2 could be merged and requires an overall EIA, as service pathways are likely to alter and the client groups, although also including those who may use the services in the future and are therefore difficult to capture, will also mainly comprise existing or proximate users, who do have protected characteristics.

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
May to July 2019	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
August 2019	Proposals submitted to Scrutiny committees leading to M&C Full Delivery Plans developed and monitoring arrangements in place
September 2019	Scrutiny meetings held with consultations ongoing
October 2019	Proposals to M&C, including Equality & HR assessments
November to December 2019	Consultations undertaken and full decision reports (where required) prepared
January 2020	Decision reports return to Scrutiny at the latest
February 2020	Final decisions at M&C with the Budget
March 2020	Cuts implemented

APPENDIX 1 B - ADULT SOCIAL CARE CUTS CONSIDERATION 20/21

1. Planned Cuts Position:

Title	Cuts Target 2019-20	May 2019 Update
Managing demand for Social Care (3 conversations) strength based approach to practice	£122k	Cut now full achieved
Ensure support plans optimise VFM	£250k	Cut now fully achieved
Increase revenue from ASC charging	£159k	Cut now fully achieved despite auto charging and configuration still not complete – prospect to improve charging in 20/21
Reducing unit costs for LD in line with London benchmarking companies	£600k	Work in progress – full achievement expected
Increase Personalisation	£60k	Work in progress – full achievement expected
Reduction in ASC contribution to MH Integrated Community Services	£100k	Cut now full achieved
Reduction of MH residential care costs	£300k	Work in progress – full achievement expected
Increase use of shared lives	£200k	Cut now fully achieved
Develop a more cost effective model for transitions Cost reduction target	£300k	Work in progress – partial achievement expected in 19/20

Proposed Cuts	£2.091m
Achieved Cuts	£1.891 m
Difference	£200k with work continuing

2. End Year Position 18/19

Adult Social Care finished the year with a £1.1m underspend

Ongoing Budget Pressures

- **DoLS**

DoLS numbers increased by 10% in 18/19. Whilst it is expected that the Government will change the legislation by 2020, it is recognised that this may not decrease the pressure due to the ongoing monitoring and quality assurance that will be still be a statutory duty of ASC. Current Cost Pressure £750k

- **Transitions**

Transitions care cost are expected to increase in 19/20 due to the numbers of young adults transferring from Children's Services, with each an expected weekly cost of approx. £1,500. The Majority of these costs will impact on the Learning and Disability (LD) budget. There are additional cost pressures associated with the cohort of young people who transition to adult services with a dual diagnosis of autism and LD who often have complex needs and challenging behaviour.

- **Hospital Discharges**

The level of care required for residents who have been discharged from hospital and the impact of a reduced length of stay continue to put pressure on the adult social care budget.

Approximately 30 people are discharged from hospital a week through a process known as Discharge to Assess. This approach aims to reduce length of stay within an acute hospital setting by 3 nights. On average a person leaving hospital through Discharge to Assess receives 6 extra hours of care to support them to return home, this cost pressures amounts to £168.5k per year ($30 \times 6 \times £18 = £3,240$ per week and $£3,240 \times 52 \text{ weeks} = £168,500$)

The figure above does not include other discharge pathways where people with more complex needs are supported to leave hospital with more complex packages. We are working on defining the cost pressure for these people leaving hospital following a shorter stay.

- **Managing demand and Complexity**

Adult social care is a demand led service where there is a continued increase in the age and complexity of clients who need support, for example, there are often high Costs associated with supporting residents who have complex Dementia and are unable to live on their own or where the family Carer is also finding it difficult to cope. There is also an increasing cohort of older people whose increasing frailty and declining mobility requires the support of 2 carers to manage their personal care.

There is increased pressure regarding the support required for people with Mental Health, challenging behaviour and physical disabilities. Often the only option available to manage these complex needs is long term placements that can often be expensive.

- **Market stability.**

Lewisham saw no growth in the provider market and it is unlikely that there will be any significant growth in 19/20. There is little opportunity for further cost negotiations due to overall market conditions and the commitment to the London Living Wage and ethical care charter.

In 19/20 Lewisham lost one of its lead domiciliary care providers. This has put extra pressure on the current market providers that are also faced with the challenges of meeting care standards and maintaining a consistent workforce

In terms of the availability of Care homes, the market remains fragile. Locally there were no Residential or Nursing home beds lost during this period but there are a small number of homes that require improvements to meet CQC inspection standards. Recently a very large national care home provider Four Seasons, went into administration, for Lewisham, this means 5 people are likely to need a new placement.

Locally pressure on the market has increased due to a planned home closure in a neighbouring borough. This will ultimately have an adverse impact on bed availability, particularly for people with dementia. In addition, any embargoes in neighbouring boroughs will impact on bed capacity.

3. Current Proposed Cuts for 20/21

Title	Amount ('000)	Proposed Delivery
Continue to manage demand through the front door of the Council /community and manage the demand from acute hospitals.	£250	<ul style="list-style-type: none"> - Restructure that will add capacity and enhance skill mix at the point of contact so that initial enquiries can be resolved. - Linking people with community solutions and Prevention - Better Support Planning and Monitoring - Consultation with Health Partners regarding the restructure has been undertaken.
Reduce unit costs for LD in line with benchmarking reports	<p>£700</p> <p>£100</p>	<ul style="list-style-type: none"> - Further work on implementing the recommendations from the ADASS/LGA "Use of Resources" Report - Review Day Service and Transport use including undertaking Consultation on proposed changes with current service users - Transforming Care (National agenda to reduce out of borough placements for LD) - Better management of resources and voids

Title	Amount ('000)	Proposed Delivery
Increase Personalisation	£112	- Increase no. of PA's to support Direct Payments and Personal Health Budgets
Ensure short term intervention are effective optimises independence	£164	Increase the productivity of Enablement to enable more rehab thus reducing the need for long term care where possible.
Reduce ASC contribution to MH integrated Community Services	£50	- Reduce management costs - Reduce non-direct costs
Reduce MH residential care costs	£200	- Review all Section 117 support to determine eligibility. - De-registering a number of CQC registered home and support providers to provide care in more cost effective supported living placements where people are offered tenancies.
Increase the use of Shared Lives	£370	- Increase number of Shared lives Carers. As this offer is more cost effective and personalised and less restrictive and institutionalised and can reduce the need for placements or support living. -
Develop a more cost effective model for transitions	£200	- Further develop local model offer to reduce Transitions costs in relation to out of borough placements and colleges. - Mapping exercise to be undertaken to identify gaps in local market provision. This may necessitate further consultation with Service Users, Parents and Carers.
Deliver 19/20 predicted unachieved cuts	£200	- Linked to new transitions approach.
TOTAL	£2.246m	

4. Areas for further consideration 20/21

In 18/19 ASC used Care Analytics and some focused London Benchmarking Data on the use of resources and care costs. The recommendations within these reports confirms the continuation of existing strategies that are in place to manage resources effectively. The following areas were identified for potential cuts and reflect the recommendations from these reports:

- a. Further improvements to the management of demand at the front door to the council from the community and from acute hospitals - £1m

The staffing restructure will be fully embedded and there will be more capacity and a wider staff skill mix that will enhance the development of how contacts and enquiries for ASC are managed. The approach is dependent on utilising solutions from within the community and focusing on what a person can do for themselves. Early identification of people who are able to self-fund is essential as they can be supported to identify how their support needs can be met by providing good access to information and advice. Effective use of short term interventions such as Enablement, rehabilitation and recovery is also important as this can reduce or delay the need for longer term care by providing assistance to regain independence. Supporting family Carers to remain healthy and able to continue to provide care and support, should they want to, is also important in terms of managing demand for services.

Measure: The intention is to continue to reduce the numbers of adults accessing long term care and support:

There is a baseline of 3,175 adults receiving care at any one time. By reducing this number by 100 to 3,075 adults at any one time, using the average cost of £200 a package of care per week: $= 100 \times £200 = £20,000 \times 52 = £1.04m$

- b. Reducing costs in high spend areas - £500k

Benchmarking data suggests that we have are higher costs associated with some placements and packages of care for:

- People with a Learning Disability;
- Working age adults with Physical disabilities;
- Older people who are Elderly Mentally Ill (EMI);
- Older Adults who are frail and elderly; and
- Mental Health placements.

These changes have to be dealt with on a case by case basis. The cuts are dependent on more cost effective solutions being accepted and the possibility of commissioning more cost effective options that meet outcomes and take account of any risk management issues.

Measure: Reduce costs by 5% in line with benchmark intelligence.
For example: adults 18-65 Placements & Mental Health Working Age Adults

- c. Charging, generating Income and reducing debt- £500K

In line with the Charging Policy, we will ensure that following an Financial Assessment that determines what people can afford to pay, we will charge fully (where applicable) for the care that is being provided to Service Users . This will include Residential & Nursing placements, Day Services, Extra Care Housing care element costs, Respite, Telecare, Personal and Domestic Care and Transport.

We are also exploring Local Authority costs associated with Mental Health Section 117 services to ensure that the LA and NHS are sharing the cost of care for individuals.

Implementing changes to the IT systems that support assessment. Charging and the purchasing of care will provide an opportunity to increase revenue and make payments for care reflect accurately the care that has been provided.

Identifying people who can self-fund their care, and giving people information at an early stage who are chargeable will go some way to reduce further debt.

The following tasks will be improved through digital enhancements to the 3 systems that support the customer journey:

- Faster notification of Financial Assessments and outcomes;
- Accurate and timely charging;
- Improve uplift of costs of services;
- Deliver Auto Charging;
- Improvement in provider invoices process;
- Reduction of debt including support for Self Funders; and
- Improved debt collection.

Measure: Reduce numbers of Self Funders where we pay for their care then recharge when we eventually identify them. Provide more timely information so people can make an informed choice regarding the potential cost of care following a financial assessment in line with national guidance:

Implement national guidance on charging for the management of care for self-funders by Introducing a charge for managing Self Funders services = $300 \times \text{£}300 = \text{£}90\text{k}$ 9 (Band3)

Decreasing time taken between Financial Assessment and Billing (average. 6 weeks) = $150 \times \text{£}1,500 = \text{£}225\text{k}$

Increase numbers being charged by introducing Auto-Charging = $50 \times 5,200 = \text{£}260\text{k}$

($50 \times \text{£}100$ per week x 52 Extra Care, Day Care, LD and MH) (Band 11)

Further work is being undertaken to confirm the measures and indicative figures above, we will use these to monitor and deliver the cuts proposed.

Appendix 2: Housing, Regeneration & Environment Proposals

1. Cuts proposal	
Proposal title:	Cuts generated through No Recourse to Public Funds service
Reference:	CUS15
Directorate:	Housing, Regeneration and Environment
Director of Service:	Director of Housing, Madeleine Jeffery
Service/Team area:	Strategic Housing
Cabinet portfolio:	Cabinet member for Housing – Cllr Paul Bell
Scrutiny Ctte(s):	Housing Select Committee

2. Decision Route			
Cuts proposed:	Key Decision	Public Consultation	Staff Consultation
	Yes / No	Yes / No	Yes / No
CUS 15 - Cuts generated through No Recourse to Public Funds service: £1,000k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Housing Division has consistently delivered on its cuts targets over the last 5 years totalling £1.5m or 28% of the total division net budget. It is committed to deliver the cuts agreed for this financial year of £405k and deliver the existing commitment of £696k for 2020/2021, despite the service being under real pressure especially in our homelessness services.</p> <p>There are three main areas considered in this proposal are:</p> <ol style="list-style-type: none"> 1. Homelessness Services (no further cuts proposed) 2. No Recourse to Public Funds (NRtPF) - £1m 3. Other (no further cuts proposed) <p><u>Service Area 1: Homelessness Services</u></p> <p>The Council accommodates almost 2,200 households in various forms of Temporary Accommodation (TA), of which c700 are in “nightly paid” TA which is the most expensive and poorest quality. This is an increase on the previous years. The numbers in all forms of TA has increased every year over the last 10 years as the housing crisis in London deepens. In addition Lewisham, in common with all London Boroughs, has seen very real increases in homelessness demand not just in numbers of households presenting and requiring support but in requirements on the service coming from the 2018 Homeless Reduction Act (HRAct). This legislation is the most radical housing legislation in over 40 years. The service is facing very real pressures now and into the future.</p> <p>For this reason, beyond the cuts already agreed for 19/20 and 20/21, no further cuts in this area are proposed at this time. This until the changes from new legislation have settled and future funding arrangements from government are confirmed.</p> <p><u>Service Area 2: No Recourse to Public Funds</u></p> <p>The No Recourse to Public Funds service consists of a dedicated team of specialist officers who support households who have no recourse to public funds. With a dedicated team of officers delivering an improved service to customers, the number of</p>

3. Description of service area and proposal

active cases has significantly reduced resulting in an underspend against forecast and the potential to offer a budget cut.

The work of the team has achieved a substantial reduction in caseload since 2015 where 330 households were being supported by the service. By April 2018 there were 100 households in receipt of support from the service, which had decreased to 78 at the end of the financial year. During the FY 18/19, 97 cases were closed and 42 cases were re-assessed to understand the changing needs of the household, ensuring that the team were providing the necessary support. The vast majority of cases closed are because households have been supported to regularise their immigration status, providing them with recourse to public funds.

In 2018/19 the NRtPF team spent £2.9m against a budget of £4m which had been increased from corporate pressures in previous years budgets, an underspend of almost £1.1m. This cut, whilst shown in the CYP budgets, is being delivered by the housing team. It is expected that these cuts will be maintained across this and future years (although noting the risk that demands on the service can change quickly especially in the light of national or government changes, like Brexit, and costs can escalate quickly).

The proposal is to deliver an £1m cuts in 2020/21 through continued service efficiencies.

Service Area 3: Other delivered income to council services

The Private Sector Housing Agency works with Children's Services to procure units for care leavers with low support needs. To date 12 young people have been assisted into semi-independent living units through this approach, delivering a cut of £183k per annum for Children's Services. The service sources temporary accommodation for intentionally homeless clients who are owed a duty under s17 of the Children's Act whilst they are being assessed.

It is envisaged that this service will continue into 20/21.

Cuts proposal*

CUS 15 - £1m

The budget for the No Recourse to Public Funds (NRtPFs) team is currently set and located in the Children & Young People's Services. The actual service delivery of the NRtPF team is located within Strategic Housing who are delivering the activity against this work area and drawing down the budget as required. In 2018/19 the budget was £4.062m. The NRtPFs team spent £2.979m in 2018/19, realising an underspend of almost £1.1m.

It is proposed that a £1m cut to this budget is included in 20/21.

4. Impact and risks of proposal

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

No negative impacts on customers or staff.

The impacts from the new proposed cuts in NRtPF of £1m is reflective of the downward trend in caseload management and securing positive outcomes for those

4. Impact and risks of proposal

who approach the service. This cut will not have a negative impact on the service or support being offered to those customers who approach and is a result of the housing team securing efficiencies in the way the services are delivered that benefits customers. The risk will be a spike in the numbers of customers presenting.

Outline risks associated with proposal and mitigating actions to be taken:

No Recourse to Public Funds

There is a risk that the demand on the NRtPF team will increase over FY20/21, particularly due to the currently unknown possible implications of Brexit. For example; in relation to the currently unknown impact of a new immigration system on particular groups, a possible rise in EU nationals with the right to remain but with no entitlement to income based benefits, and lack of certainty as to rights of particular groups under a no-deal scenario and when/if free movement ends. It is for this reason that the proposed service cuts of £1m takes into account possible changes in demand over the year.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	28,746	23,201	5,545	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
No Recourse to Public Funds (CYP Budget)		1,000		1,000
Total		1,000		1,000
% of Net Budget		18%	%	18%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities
2		
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral		

6. Impact on Corporate priorities		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	8. Good governance and operational effectiveness

7. 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?

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Medium	Pregnancy / Maternity:	N/A
Gender:	Medium	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>As identified previously in relation to the already agreed cuts, a proportionately large number of BAME households & women engage with the Council's homelessness service.</p> <p>The additional cut being proposed for 2020/21 have no new negative equalities implications for service users, as none of the cuts proposed will have a negative impact on the level, quality or standard of service being provided to service users. The No Recourse to Public Funds proposed cut reflects the downward trend in caseload and positive outcomes for those who approach the service as a result of the work and support provided by the team. This cut will not change the service or support being offered to those who approach the NRtPF team.</p>			
Is a full service equalities impact assessment required: Yes / No			No

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

10. Legal implications
State any specific legal implications relating to this proposal:
No

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
May to July 2019	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)

11. Summary timetable	
August 2019	Proposals submitted to Scrutiny committees leading to M&C
September 2019	Scrutiny meetings held with consultations ongoing
October 2019	Proposals to M&C, including Equality & HR assessments
November to December 2019	Consultations undertaken and full decision reports (where required) prepared
January 2020	Decision reports return to Scrutiny at the latest
February 2020	Final decisions at M&C with the Budget
March 2020	Cuts implemented

1. Cuts proposal	
Proposal title:	Operational cuts in the Private Sector Housing Agency through service improvements
Reference:	CUS16
Directorate:	Customer Services
Director of Service:	Director of Housing, Madeleine Jeffery
Service/Team area:	Strategic Housing
Cabinet portfolio:	Cabinet member for Housing – Cllr Paul Bell
Scrutiny Ctte(s):	Housing Select Committee

2. Decision Route			
Cuts proposed:	Key Decision	Public Consultation	Staff Consultation
	Yes / No	Yes / No	Yes / No
Operational cuts in the Private Sector Housing Agency through service improvements and reduction in enforcement budget: £175k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Housing Division has consistently delivered on its cuts targets over the last 5 years totalling £1.5m or 28% of the total division net budget. It is committed to deliver the cuts agreed for this financial year of £405k and deliver the existing commitment of £696k for 2020/2021, despite the service being under real pressure in our homelessness services.</p> <p>There are three main areas considered in this proposal are:</p> <ol style="list-style-type: none"> 1. Homelessness Services (no further cuts proposed) 2. Private Rented Sector Agency (PHSA) - £175k <p><u>Service Area 1: Homelessness Services</u> The Council accommodates almost 2,200 households in various forms of Temporary Accommodation (TA), of which c700 are in “nightly paid” TA which is the most expensive and poorest quality. This is an increase on the previous years. The numbers in all forms of TA has increased every year over the last 10 years as the housing crisis in London deepens. In addition Lewisham, in common with all London Boroughs, has seen very real increases in homelessness demand not just in numbers of households presenting and requiring support but in requirements on the service coming from the 2018 Homeless Reduction Act (HRAct). This legislation is the most radical housing legislation in over 40 years. The service is facing very real pressures now and into the future.</p> <p>For this reason, beyond the cuts already agreed for 19/20 and 20/21, no further cuts in this area are proposed at this time. This until the changes from new legislation have settled and future funding arrangements from government are confirmed.</p> <p><u>Service Area 2: Private Rented Sector Agency - £175k</u> The Private Rented Sector Agency (PSHA) works to regulate and enforce in the private rented sector; tackle empty homes; provide grants and loans to enable</p>

3. Description of service area and proposal

vulnerable residents to live safely and independently in their homes; improve privately owned homes where funds are not available; and procure new accommodation for use as temporary accommodation to meet temporary housing need across the council.

The licensing and housing enforcement service in the Agency are currently preparing to submit an application to MHCLG to extend the current licensing programmes to an all Borough scheme to deliver on one of the corporate commitments for housing . This would transform the work of the service and move the team from licensing 500 properties to over 30,000. As part of this work to get the service ready for the future, as well as deliver on income targets this year, service improvements are underway though improvements to ICT, data analysis and business processes.

In addition, an expansion of the enforcement tools available to the service will streamline lower level housing enforcement and enable cuts to be offered in the next year. It is these service improvements and enforcement changes that will deliver our cuts proposal of a total of £175k.

Cuts proposal*

Private Sector Housing Agency

It is proposed that the Council makes cuts to the Private Sector Housing Agency budget through changes to the way in which the service carries out its enforcement duties, as well as driving cuts through service improvement delivered through new ICT and data analytics, business process improvements and rationalising budgets.

In 2018/19 the PSHA were successful in licensing 477 properties, a 31% increase in the position as at the end of 2017/18. The Council is currently consulting on an extension to its additional HMO licensing scheme, and on the introduction of a selective licensing scheme that would introduce mandatory licensing for over 30,000 privately rented homes in Lewisham. If this is approved then the service will undergo a radical transformation increasing its operational services and staffing substantially alongside an upgraded ICT system. It is from this business transformation already underway that these additional cuts of £125k will be delivered with no negative impact on the operation of the service or staffing.

The service will also make better use of new methods of delivering enforcement, particularly civil penalty notices which enable officers to take speedy, effective action where appropriate. The use of such methods is also more cost efficient than existing methods and means that the service is able to realise a cut to the existing budget in this area of £50k.

4. Impact and risks of proposal

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

No negative impacts on customers or staff across all proposals.

The service transformation in the PSHA is part of a service improvement programme that includes an ICT project that will introduce a new system that will be able to cope with the demands of the new service and meet the requirement to potentially licence over 30,000 PRS homes in the Borough. Improvements to service design will deliver improvements to the services to landlords and tenants. There is limited risk here as

4. Impact and risks of proposal

service improvements will be introduced even if the borough wide licensing scheme is not agreed.

Outline risks associated with proposal and mitigating actions to be taken:

Minimal risks associated with the cut of £125k. This is linked to service improvement, new ICT and the expansion of the licensing service.

The £50k cut from the enforcement budget will only be a risk if the numbers of enforcements does not increase and with a proposed radical expansion of the licensing scheme this is very unlikely and is mitigated by being conservative with the estimate of the scale of enforcement using this new tool that will be undertaken.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	28,746	23,201	5,545	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Private Sector Housing Agency: operational and enforcement cuts		175		175
Total		175		175
% of Net Budget	%	3%	%	3%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Y	N	N	N
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
2		<ol style="list-style-type: none"> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
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	

6. Impact on Corporate priorities

--	--	--

7. 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?	

8. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Medium	Pregnancy / Maternity:	N/A
Gender:	Medium	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
As identified previously in relation to the already agreed cuts, a proportionately large number of BAME households & women engage with the Council's homelessness service.			
The additional cuts being proposed for 2020/21 have no new negative equalities implications for service users, as none of the cuts proposed will have a negative impact on the level, quality or standard of service being provided to service users.			
Is a full service equalities impact assessment required: Yes / No			No

9. Human Resources impact

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

10. Legal implications

State any specific legal implications relating to this proposal:
No

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
May to July 2019	Proposals prepared
August 2019	Proposals submitted to Scrutiny committees leading to M&C
September 2019	Scrutiny meetings held with consultations ongoing
October 2019	Proposals to M&C, including Equality & HR assessments
November to December 2019	Consultations undertaken and full decision reports (where required) prepared
January 2020	Decision reports return to Scrutiny at the latest
February 2020	Final decisions at M&C with the Budget
March 2020	Cuts implemented

1. Cuts proposal	
Proposal title:	Nursery Lettings
Reference:	RES20
Directorate:	Housing, Regeneration & Environment
Director of Service:	Freddie Murray
Service/Team area:	Property, Asset Strategy & Estates
Cabinet portfolio:	Mayor
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed:	Key Decision	Public Consultation	Staff Consultation
	Yes / No	Yes / No	Yes / No
Nursery Lettings – £100k	No	No	No

3. Description of service area and proposal

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

The Regeneration & Place Division leads on shaping the transformation of Lewisham as a place. The Division has played a key role in delivering some of the successes of the past four years, and an even more important role in delivering a significant part of the the Council's Corporate Strategy, including:

- Working to unlock and drive opportunities to deliver 1,000 new Council homes;
- Taking a lead role in the delivery of the Besson Street private rented sector (PRS) development and unlock the next opportunities for developments like it;
- Managing the Council's non-housing asset portfolio, operational and commercial;
- Continue to deliver the Council's capital delivery programme, including the delivery of new school places and improvements to existing schools to improve the quality of the built environment for our school children;
- Leading on ensuring the delivery of the Bakerloo Line Extension (BLE) to Lewisham and beyond;
- Take a lead role on the Council's Air Quality agenda and lead on enhancing modes of sustainable transport including delivery of new segregated cycle routes through the Borough;
- Lead on the Council's response to the climate emergency and exploring environmental and income generating opportunities such as the development of a heat network in the Borough, and models for publicly owned energy supply companies.

The Division has seen substantial change over the past 5-7 years, with more than a 50% reduction in its net budget over that time, in part due to a reduction of more than 50% in the size of the Corporate Estate. Costs remain relatively stable, although they are, on the whole, asset based whether it's highways or property. Over time, the amount of revenue we spend in these areas has reduced significantly but, unless we decide corporately to close buildings, then these costs will remain and in all likelihood grow as utility, business rates and London Living Wage costs continue to grow. In addition an ever aging estate becomes more costly in the long run to maintain.

One of the key areas for income generation is from the Commercial Estate, which is managed by the Estates Team in the Property, Asset Strategy and Estates service area.

3. Description of service area and proposal

This remains a challenging area for the Division, not only does the continued performance of the portfolio rely on prevailing market conditions, but it is also sensitive to changes in corporate direction. As a result, even existing targets have to be considered as at risk.

There are no proposals to review this service or team itself but look to mitigate existing pressures by further growth of the value of the estate that they manage, looking in particular at opportunities both to invest in the estate and to review the level of rents charged for nursery space in Council buildings.

Cuts proposal*

Nursery lettings - £105k

Reviewing all nursery lettings where we grant concessionary rents to nursery providers operating from Council buildings, and bring these rents up to market levels. Such a review of nursery providers in Council buildings would grow the income from the Council's estate, consistent with members expectations of services to be more commercial.

There are 27 private nurseries in Council owned properties within the Borough and the vast majority of these are let on full commercial leases. However, four nurseries have been identified that are let on less formal arrangements (Licences, Tenancies at Will etc.) at rents that are significantly below market value. These are in Ladywell, Telegraph Hill, Evelyn and Lewisham Central wards.

The total passing rents for these four nurseries are £30,895 per annum and the total market rent is estimated to be circa £125,000. The Estates team will implement these negotiations in accordance with the requirements of the existing agreements, and will enact these changes in line with the scheme of delegation.

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 risks around prevailing market conditions, and where the Council is subject to rent charges itself.

In terms of the nurseries, these are concessionary nurseries and more work would need to be done with CYP and potentially EIAs undertaken to understand the nature and make up of the users of these nurseries, as putting them on fully commercial rates could result in those nurseries going out of business. 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 services, and these representations are assessed on a case by case basis.

Outline risks associated with proposal and mitigating actions to be taken:

As above, mitigation for the nurseries would require further work with colleagues in CYP and Early Years.

5. Financial information				
Controllable budget:	Spend £'000	Income £'000	Net Budget £'000	
General Fund (GF)	49,900	42,100	7,800	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Nursery Lettings		100		100
Total		100		100
% of Net Budget	%	1%	%	1%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes			
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
8	4	<ol style="list-style-type: none"> Open Lewisham Tackling the Housing Crisis Giving Children and young people the best start in life Building an inclusive local economy Delivering and defending: health, social care & support Making Lewisham greener Building safer communities Good governance and operational effectiveness
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	
Medium	Low	

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

8. 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:	TBC	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	TBC

8. Service equalities impact

For any High impact service equality areas please explain why and what mitigations are proposed:

An Equalities Impact Assessment may need to be carried out to assess the possible impact of the proposal to bring all concessionary nurseries up to a market rent level.

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

TBC

9. Human Resources impact

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

No

10. Legal implications

State any specific legal implications relating to this proposal:

TBC

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
May to July 2019	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
August 2019	Proposals submitted to Scrutiny committees leading to M&C
September 2019	Scrutiny meetings held with consultations ongoing
October 2019	Proposals to M&C, including Equality & HR assessments
November to December 2019	Consultations undertaken and full decision reports (where required) prepared
January 2020	Decision reports return to Scrutiny at the latest
February 2020	Final decisions at M&C with the Budget
March 2020	Cuts implemented

Appendix 3: Corporate Services Proposals

1. Cuts proposal	
Proposal title:	Process automation in Revenues and Benefits
Reference:	CUS11a
Directorate:	Corporate Services
Director of Service:	Ralph Wilkinson
Service/Team area:	Public Services / Revenues and Benefits
Cabinet portfolio:	Cllr De Ryk / Cllr Dromey
Scrutiny Ctte(s):	Public Accounts Committee

2. Decision Route			
Cuts proposed:	Key Decision	Public Consultation	Staff Consultation
	Yes / No	Yes / No	Yes / No
Automation - £0.5m	No	No	TBC

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 updated its online 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.
If successful, as anticipated, the Council could further improve the speed of processing and reduce costs. The use of further automated processing will require investment in technology and staff to support it. Investment could lead to other processes being identified for automation but these are not included in cuts.
A cut of £250K has already been agreed for 2020/21. This proposal increases that cut by a further £500K in 2021/22.

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 may be an impact on staff as the number needed for processing is expected to reduce and there will be a lower number of new roles needed to oversee and manage the automation. However, in the first instance, the focus is on proving and scaling the operational and service efficiencies from automation before considering the future service design.
Outline risks associated with proposal and mitigating actions to be taken:
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 to reduce the risks.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	7,634	(6,198)	1,436	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
CUS11a – automation of revs and bens			500	500
Total		0	500	500
% of Net Budget		%	34.8%	34.8%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
8		
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		

7. 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?

8. 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

8. Service equalities impact

For any High impact service equality areas please explain why and what mitigations are proposed:

Note: This proposal has a positive impact on equalities for residents. The automation of these processes will mean that as soon as the Council has all of the information it needs the transaction will be processed and there will be no delays. This will reduce the length of time it takes to receive benefits and provide a longer time for people to pay their Council Tax/rent.

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

9. Human Resources impact

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

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	71				
PO1 – PO5	5				
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
	58	18			
Ethnicity	BME	White	Other	Not Known	
	39	35		2	
Disability	Yes	No			
	4	72			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
	19			57	

10. Legal implications

State any specific legal implications relating to this proposal:

None

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
May to July 2019	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
August 2019	Proposals submitted to Scrutiny committees leading to M&C
September 2019	Scrutiny meetings held with consultations ongoing
October 2019	Proposals to M&C, including Equality & HR assessments

11. Summary timetable

November to December 2019	Consultations undertaken and full decision reports (where required) prepared
January 2020	Decision reports return to Scrutiny at the latest
February 2020	Final decisions at M&C with the Budget
March 2020	Cuts implemented

1. Cuts proposal	
Proposal title:	Parking service budget review
Reference:	CUS14a
Directorate:	Corporate Services
Director of Service:	Ralph Wilkinson
Service/Team area:	Public Services / Parking
Cabinet portfolio:	Cllr Dacres / Cllr McGeevor
Scrutiny Ctte(s):	Public Accounts Committee

2. Decision Route			
Cuts proposed:	Key Decision	Public Consultation	Staff Consultation
	Yes / No	Yes / No	Yes / No
Parking service budget review £0.5m	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 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. The service is also responsible for some moving traffic offences on borough roads.
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 of income.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
There is no impact on service users, partners and staff.
Outline risks associated with proposal and mitigating actions to be taken:
There is a risk that over time the budgeted income may change. Budgets will be monitored closely.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,011	(8,821)	(5,810)	
HRA				
DSG				
Health				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Income review		500		500
Total		500	0	500

5. Financial information				
% of Net Budget		8.6%	%	8.6%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
8	7	
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	

7. 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?

8. 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:			
n/a			
Is a full service equalities impact assessment required: Yes / No			No

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

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

10. Legal implications

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
May to July 2019	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
August 2019	Proposals submitted to Scrutiny committees leading to M&C
September 2019	Scrutiny meetings held with consultations ongoing
October 2019	Proposals to M&C, including Equality & HR assessments
November to December 2019	Consultations undertaken and full decision reports (where required) prepared
January 2020	Decision reports return to Scrutiny at the latest
February 2020	Final decisions at M&C with the Budget
March 2020	Cuts implemented

1. Cuts proposal	
Proposal title:	Cut from non-allocation of non-pay inflation
Reference:	RES21 and RES22
Directorate:	Corporate Services
Director of Service:	Director of Corporate Resources
Service/Team area:	Strategic Finance
Cabinet portfolio:	Cabinet member for Finance and Resources
Scrutiny Ctte(s):	Public Accounts Committee

2. Decision Route			
Cuts proposed:	Key Decision	Public Consultation	Staff Consultation
	Yes / No	Yes / No	Yes / No
RES21: Cuts generated through not allocating inflation uplift to contract costs: £1,000k	No	No	No
RES22: Cuts generated through the improved ICT provision, leading to operational efficiencies: £1,500k	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>In the annual budget build process an allowance is made for a 2.5% of non-pay inflation growth in services.</p> <p>In addition, in recent years the Council has made significant corporate investments in the core technology infrastructure (as part of the Shared Service) and staff equipment (through the smarter technology programme) to support services achieve efficiencies through productivity returns.</p>
Cuts proposal*
<p>To make an efficiency cut in the 20/21 budget by not allocating out the non-pay inflation growth of approximately £2.5m. This will be achieved by not providing</p> <ol style="list-style-type: none"> 1. £1.0m of inflation growth to contract spending 2. £1.5m of inflation as a return for the Council's investment in technology <p><u>Contract inflation</u> Officers across all services which commission or procure goods, works and services for delivery from external providers are effectively managing these contracts to ensure that annual inflation and price uplifts are either not provided for within the contract terms and conditions or, if they are, the pressure is mitigated through a combination of demand management and operational efficiencies as providers work with the Council.</p> <p>This allows for £1m of centrally held budget for inflation uplifts to not be allocated to services in 2020/21.</p> <p><u>Technology – return on investment</u> Officers across the Council have previously assumed the delivery of ICT developments and upgrades which would enable improved service delivery and increased efficiency</p>

3. Description of service area and proposal

and effectiveness, allowing services to deliver improved services at reduced running costs.

The programme of investment in ICT experienced slippage which has now been largely caught up with the underlying service performing much better than previously, being more resilient and secure, and officers having the right equipment to enable them to work more productively. This allows for £1.5m of centrally held budget for inflation in return for efficiency pressures not to be allocated to services in 2020/21.

4. Impact and risks of proposal

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

No negative impacts on service users, partners, customers or staff across both proposals.

Outline risks associated with proposal and mitigating actions to be taken:

The risks on contract inflation are:

- That newer contracts being signed will not include the same favourable T&Cs which limit and restrict inflation increases;
- That demand increases and contracts are varied to increase the spend to meet this, creating budget pressures on contracted services; and
- That the commitment to the London Living Wage (LLW) and other improved employment terms (e.g. Ethical Care Charter) cannot be managed within agreed contract prices.

Mitigations for these risks include the support for services from the procurement and legal services teams to assist services with commercial negotiations, advising on contract performance management, and drawing up contractual terms. This is consistent with the expectation of Members that officers should be more commercial in their mindset and approach to operational risks.

The risks on ICT lead operational efficiencies are:

- That the current improvements are not sustained nor effectively adopted within services and that further operational pressures arise that ICT cannot alleviate or assist in the mitigation of.

Mitigations to these risks are that the ICT service continues to strengthen the relationship with and performance of the shared service to deliver availability, speed and security across the IT estate. The better office programme and smarter working project continue to offer training and support to managers and staff to assist them work more flexibly and productively with the tools that technology now provides.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	2,500		2,500	
HRA				
DSG				
Health				

5. Financial information				
Cuts proposed*:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Contract inflation		1,000		1,000
ICT Efficiencies		1,500		1,500
Total		2,500		2,500
% of Net Budget		100%		100%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
8		1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
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		

7. 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?

8. 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:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
There are no equalities implications as these cuts are not linked to front line service delivery nor directly impacting staffing.			

8. Service equalities impact

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

9. Human Resources impact

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

10. Legal implications

State any specific legal implications relating to this proposal:
--

No

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
May to July 2019	Proposals prepared – this template only as no further supporting papers are required.
August 2019	Proposals submitted to Scrutiny committees leading to M&C
September 2019	Scrutiny meetings held with consultations ongoing
October 2019	Proposals to M&C, no additional Equality & HR assessments needed
January 2020	Decision reports return to Scrutiny at the latest – not expected to be required
February 2020	Final decisions at M&C with the Budget
March 2020	Cuts implemented

APPENDICES 4 to 9

Contents

Appendix 4 Making Fair Financial Decisions Guidance

Appendix 5 Policy and Equalities Analysis

Appendix 6 Specific Legal Implications

Appendix 7 Budget Cuts Summary Table

Appendix 8 Previously Approved Budget Cuts

Appendix 9 Capital programme

Appendix 4



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 5

Policy and Equalities Analysis

Policy and equality analysis of 2020-21 budget savings

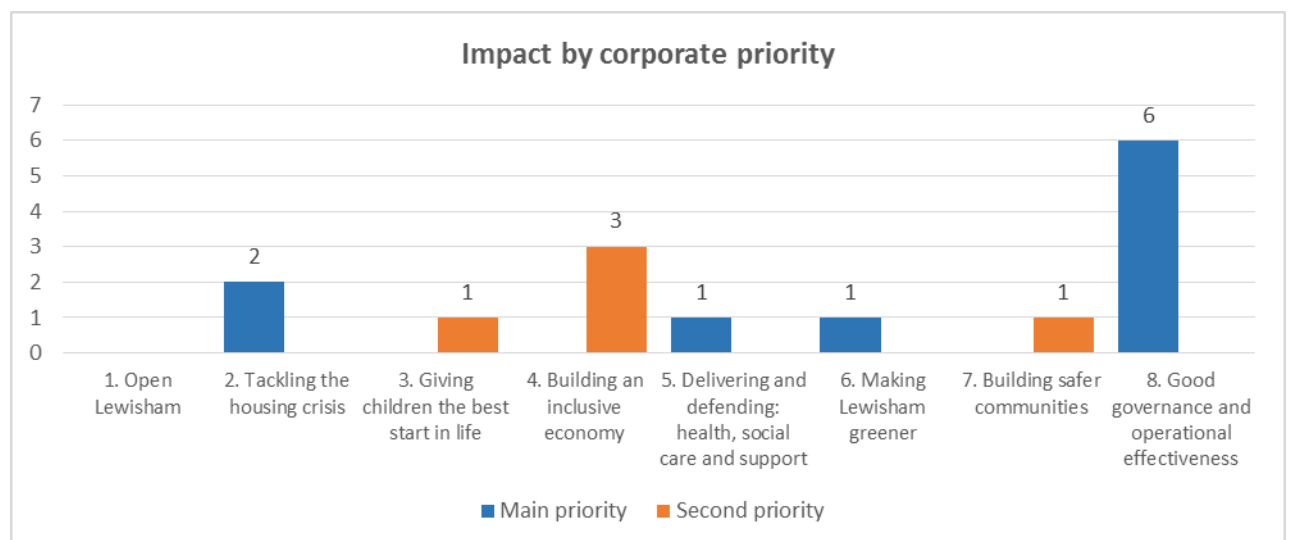
This paper provides an overall assessment of policy and equality impacts of 2020-21 budget savings proposals. In total, ten savings proposals have been considered for this paper. A summary of key points are set out under the headings below.

Impact by corporate priority

The chart below shows the impact of budget savings by corporate priority. Specifically, the charts shows the number of proposals where the impact is on the main priority or the second priority. The chart reveals that priority 8: 'good governance and operational effectiveness' has the bulk of savings proposals assigned to it, following by priority 2: 'tackling the housing crisis'. The only other priorities with savings proposals assigned to them are priority 5: 'delivering and defending: health, social care and support' and priority 6: 'making Lewisham greener', with one savings proposal each.

Of those proposals that will also impact on a second priority, 'building an inclusive economy' has three savings proposals assigned to it, whilst 'giving children the best start in life' and 'building safer communities' have one savings proposal each assigned to them.

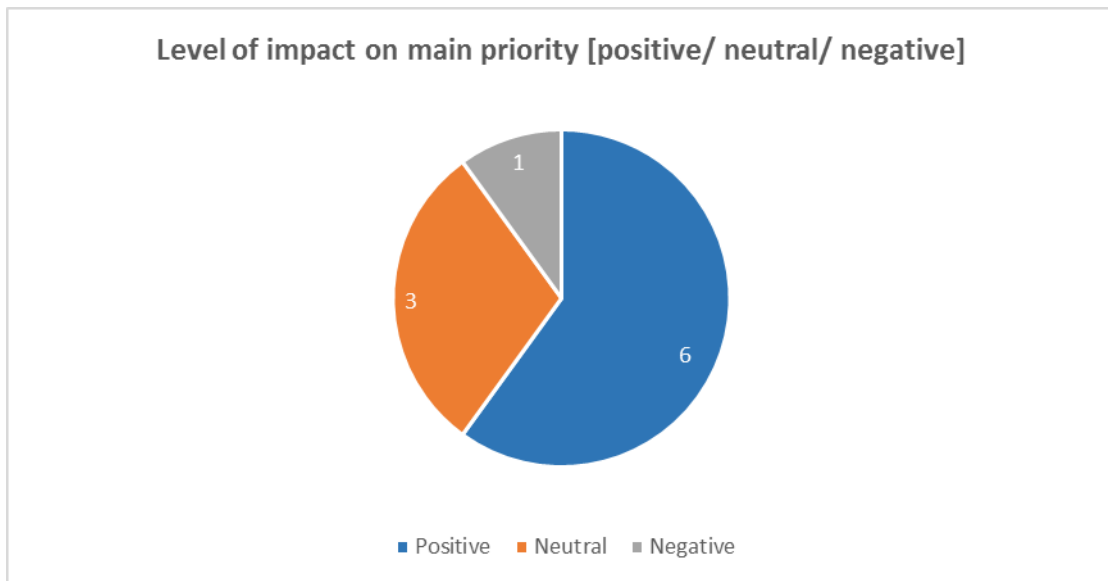
'Open Lewisham' is the only corporate priority against which no savings proposals have been assigned.



Level of impact on main priority [positive/ neutral/ negative]

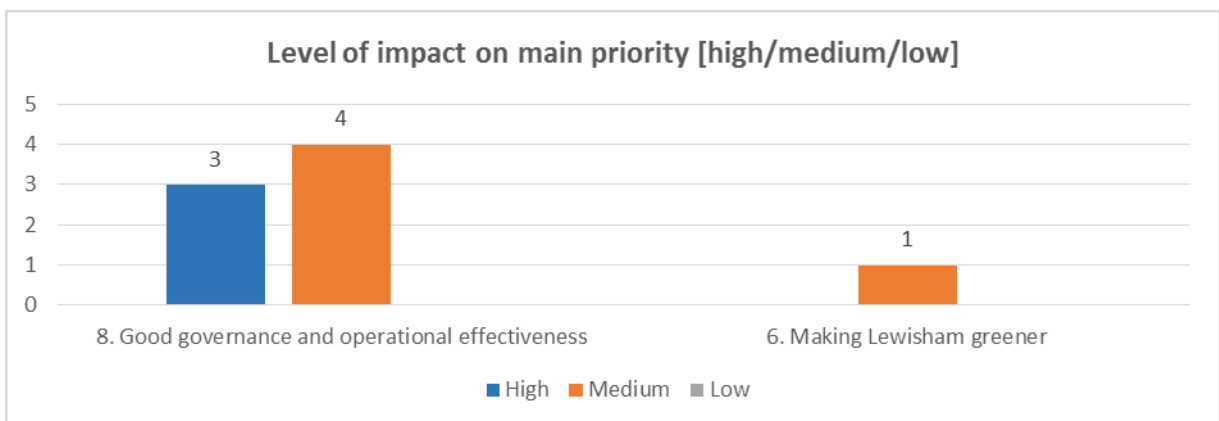
The chart below shows the impact that savings proposals will have on the main priorities, using the designation 'positive', 'neutral' or 'negative'. The chart shows that of the ten savings proposals considered as part of this analysis, it is judged that six are likely to have a 'positive' impact on the

corporate priorities, three are likely to have a 'neutral' impact and one is likely to have a 'negative' impact. The proposal identified as likely to have a 'negative' impact is the reduction in the frequency of residential street sweeping from the current once a week to once a fortnight.



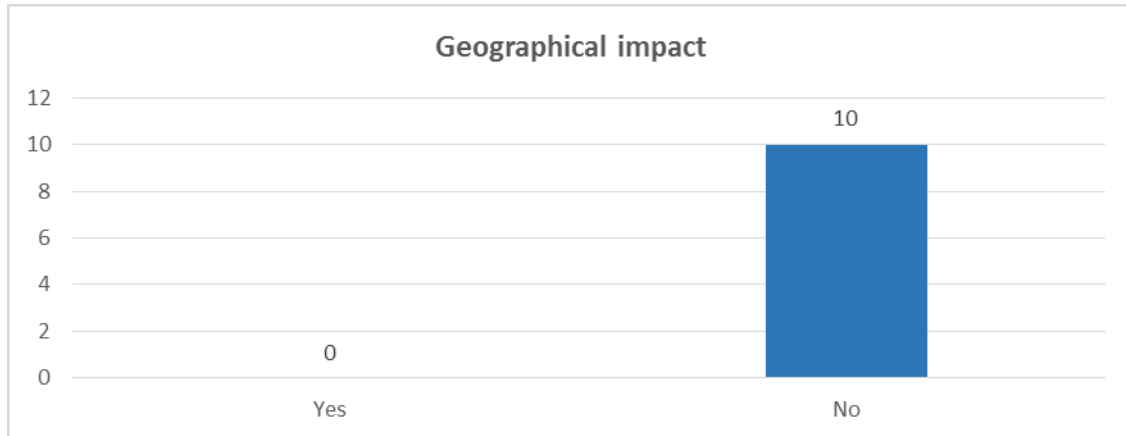
Level of impact on main priority [high/ medium/ low]

The chart below shows the impact that savings proposals will have on the main priority using the 'high', 'medium' or 'low' measure. The chart shows that where information for this assessment was provided, seven savings proposals are shown as having a 'high' or 'medium' impact on 'good governance and operational effectiveness' and one proposal is shown as having a 'medium' impact on 'making Lewisham greener'.



Geographical impact

The chart below shows the geographic impact of savings proposals. In simple terms the chart shows that none of the savings proposals considered in this analysis will have a specific ward impact.



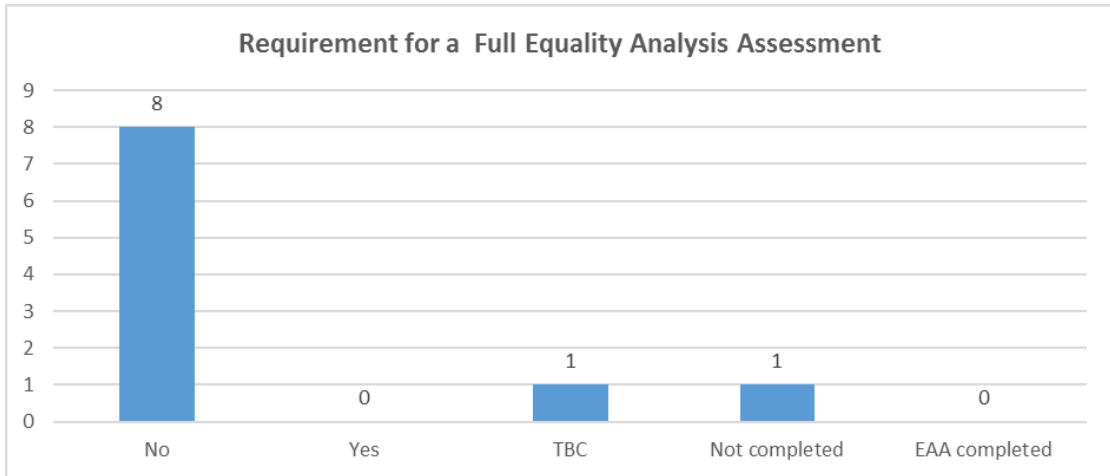
Equalities impact assessment

The table below sets out the impact of savings proposals on protected characteristics where these impacts are known. The table reveals that the greater number of savings proposals are not expected to having any impact on protected characteristics (N/A). However, of those that are expected to have a high or medium impact, those protected characteristics that are most likely to be impacted are sex, age, disability and ethnicity. The proposals that have been identified as likely to have a high impact on protected characteristics relate to adults social care demand management and charging.

Impact	Ethnicity	Sex	Age	Disability	Religion / Belief	Pregnancy / Maternity	Marriage & Civil Partnership	Sexual Orientation	Gender Reassignment
High		1	1	1					
Medium	2	2							
Low	1	1	1	1	1	1	1	1	1
N/A	6	5	5	7	8	8	8	8	8

Requirement for a full equality analysis assessment

The chart below shows the number of savings proposals for which a full equality analysis assessment is required. The chart shows that eight savings proposals are not expected to require an equality analysis assessment, whilst one is still to be confirmed. Information on one other was not provided in the savings proforma.



APPENDIX 6

Specific Legal Implications

Reference	Description	Savings Yr1/2/Total	Legal implications

Attention is drawn to the legal implications set out in the body of the report which apply in addition to those specifically referred to in this appendix.

APPENDIX 7

2020/21 BUDGET REDUCTIONS - SUMMARY TABLE OF PROPOSALS WITH PROFORMAS

Directorate / Division	Ref	Scrutiny Ctte	Proposal	20/21	21/22	Total	Income	Consultation Req'd?		Full Report Req'd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
Community Services										
Adult Social Care										
	COM1a	HCSC	Managing demand at the point of access to adult social care services	1,000		1,000		N	N	Y
	COM2a	HCSC	Ensuring support plans optimise value for money	500		500		N	N	Y
	COM3a	HCSC	Increase revenue from charging Adult Social Care clients	500		500	Y	N	N	Y
	COM18	HCSC	Funding inflationary increase from within the ASC Grant	2,000		2,000		N	N	N
			Subtotal	4,000		4,000				
Community Services Total				4,000		4,000				
Housing, Regeneration & Environmental Services										
Environment										
	CUS7	SDSC	Reduce sweeping frequency to residential roads to fortnightly.	823		823		Y	Y	Y

Directorate / Division	Ref	Scrutiny Ctte	Proposal	20/21	21/22	Total	Income	Consultation Req'd?		Full Report Req'd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
			Subtotal	823		823				
Housing										
	CUS15	HOUSING	Savings generated through No Recourse to Public Funds service	1,000		1,000		N	N	N
	CUS16	HOUSING	Operational savings in the Private Sector Housing Agency through service improvements	175		175		N	N	N
			Subtotal	1,175		1,175				
Regeneration and Place										
	RES19	CYP	School Patrol Crossing	80		80		Y	Y	Y
	RES20	PAC	Nursery Lettings	100		100	Y	N	N	N
			Subtotal	180		180				
Housing, Regeneration & Environmental Services			Total	2,178		2,178				
Corporate Services										
Public Services										
	CUS11a	PAC	Process automation in Revenues and Benefits		500	500		N	N	N

Directorate / Division	Ref	Scrutiny Ctte	Proposal	20/21	21/22	Total	Income	Consultation Reqd?		Full Report Reqd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
	Cus14a	PAC	Parking service budget review	500		500	Y	N	N	N
			Subtotal	500	500	1,000				
Corporate Resources										
	RES20	PAC	Savings generated through not allocating inflation uplift to contract costs	1,000		1,000		N	N	N
	RES21	PAC	Savings generated through the improved ICT provision, leading to operational efficiencies	1,500		1,500		N	N	N
			Subtotal	2,500		2,500				
Corporate Services			Total	3,000	500	3,500				
Council Total				9,178	500	9,678				

APPENDIX 8

PREVIOUSLY APPROVED BUDGET CUTS 2020/21

Ref	Directorate/Description/Division	2020/21 Approved £'000
	Children and Young People	
CYP01	More efficient use of residential placements	300
CYP03	More systematic and proactive management of the market for independent fostering	600
CYP04	Commission semi-independent accommodation for care leavers	250
	Children Social Care – Sub Total	1,150
CYP05	Residential framework for young people - Joint South East London Commissioning Programme	200
CYP06	Cease funding for former CYP funded post in Voluntary Action Lewisham	25
	Joint Commissioning and Targeted Support – Sub Total	225
	Children & Young People Total	1,375
	Community Services	
COM02	Ensuring support plans optimise value for money	250
COM04	Reduce costs for Learning Disability and Transitions	1,000
COM05	Increased focus of personalisation	482
COM06	Reduction in Mental Health Residential care costs	200
COM07	Reduction in Adult Social Care contribution to Mental Health Integrated Community Services	50
	Adult Social Care – Sub Total	1,982
COM10	Crime, Enforcement & Regulation reorganisation	161
	Crime Reduction, Supporting People, and Enforcement – Sub Total	161
COM08	A change in the public engagement responsibilities for air quality and dedicated funding	60
COM15	Broadway Theatre	50
COM16	Cultural and Community Development Service Staffing	75
	Culture & Community Services – Sub Total	185
	Community Services Total	2,328
	Housing, Environment & Regeneration	
CUS02	Income Generation – Increase of Garden Waste Subscription	485
CUS04	Income Generation – Increase in Commercial Waste Charges	300
CUS06	Bereavement Services increase income targets	67
	Environment – Sub Total	852
CUS09	Cost reductions in homelessness provision – income generation and net budget reductions	696
	Housing – Sub Total	696
RES11	Increase in pre-application fees	100
RES12	Catford complex office rationalisation	250
RES13	Reduction in Business Rates for the Corporate Estate	100

RES14	Corporate Estate Facilities Management Contract Insourcing	100
RES15	Commercial Estate Growth	500
RES17	Beckenham Place Park – income generation	105
	Regeneration and Place – Sub Total	1,155
RES18	Electric Vehicle charging points	50
	Planning – Sub Total	50
	Housing, Environment & Regeneration Total	2,753
	Corporate Services	
RES01	Benefits Realisation of Oracle Cloud	350
	Financial Services – Sub Total	350
RES02	Legal fees increase	32
	Legal Services (excl. elections) – Sub Total	32
RES03	Executive Office – Administrative Support Staff Reduction	104
RES04	Policy, Service Design and Intelligence – Reduction on staffing	155
	Policy & Governance – Sub Total	259
RES06	Increase income supporting the Funding Officer post and review the Economy and Partnerships Function	80
RES07	Reduce corporate apprenticeships salaries budget	55
	Strategy - Total	135
	Corporate Resources – Sub Total	0
RES10	Cease graduate programme	78
	Human Resources – Sub Total	78
CUS10	Invest to save – create revenues protection team	394
CUS11	Process automation in Revenues and Benefits	250
CUS13	Invest to save – improve sundry debt collection	480
	Public Services – Sub Total	1,124
	Technology & Change – Sub Total	0
	Corporate Services Total	1,978
	Grand Total	8,434

APPENDIX 9 CAPITAL PROGRAMME

February Budget report

Proposed Capital Programme 2019/20 to 2021/22

The Council's proposed Capital Programme for 2019/20 to 2021/22 is currently £344.7m, as set out in Table A1:

Table A1: Proposed Capital Programme for 2019/20 to 2021/22

	18/19	19/20	20/21	21/22	3 Year Total
	£m	£m	£m	£m	£m
General Fund					
Smarter Working Programme	1.9	0.9	0.0	0.0	0.9
Schools – Pupil Places and other Capital Works	8.5	12.4	7.3	0.7	20.4
Highways, Footways and Bridges	10.3	3.5	3.5	3.5	10.5
Regeneration Schemes	5.8	13.5	0.0	1.1	14.6
Lewisham Homes Property Acquisition	8.0	6.0	0.0	0.0	6.0
Town Centres and High Street Improvements	0.5	2.1	0.8	0.0	2.9
Asset Management Programme	2.5	2.5	2.5	2.5	7.5
Fleet Replacement Programme	2.9	0.0	0.0	0.0	0.0
Beckenham Place Park	3.2	2.5	0.6	0.4	3.5
Other Schemes	8.5	3.6	1.5	1.3	6.4
	52.1	47.0	16.2	9.5	72.7
Housing Revenue Account	35.2	95.2	113.4	63.4	272.0
Total Programme	87.3	142.2	129.6	72.9	344.7

The resources available to finance the proposed Capital Programme are as set out in Table A2 below:

Table A2: Proposed Capital Programme Resources for 2019/20 to 2021/22

	18/19	19/20	20/21	21/22	3 Year Total
	£m	£m	£m	£m	£m
General Fund					
Prudential Borrowing	8.7	16.4	0.8	1.1	18.3
Grants and Contributions	20.1	20.2	8.0	0.7	28.9
Capital Receipts	6.4	1.6	0.0	0.0	1.6
Reserves / Revenue	16.9	8.8	7.4	7.7	23.9
	52.1	47.0	16.2	9.5	72.7
Housing Revenue Account					
Prudential Borrowing	0.0	0.0	18.9	25.0	43.9
Grants	0.0	18.0	10.9	7.1	36.0
Specific Capital Receipts	0.0	7.5	6.5	5.0	19.0
Reserves / Revenue	35.2	69.7	77.1	26.3	173.1
	35.2	95.2	113.4	63.4	272.0
Total Resources	87.3	142.2	129.6	72.9	344.7

July 2019 M&C Monitoring report

CAPITAL EXPENDITURE

The Capital Programme spend as at 31 May 2019 is £5.2m, which is 3% of the revised 2019/20 budget of £151.6m. At this point last year, 8% of the revised budget had been spent, with the final outturn being 82% (£71.1m) of the revised budget of £87.0m.

The table below shows the current position on the major projects in the 2019/20 Capital programme (i.e. those over £1m in 2019/20). Appendix 1 provides a reconciliation of the latest capital programme budget for 2019/20 to the version approved in the 2019/20 Budget Report. Appendix 2 shows the major projects over the three year period 2019/20 to 2021/22.

Table 16 – Capital Programme 2019/20 (Major Projects)

2018/19 Capital Programme	Budget Report (February 2019)	Revised Budget	Spend to 31 May 2019	Spent to Date (Revised Budget)
	£m	£m	£m	%
GENERAL FUND				
Schools - School Places Programme	11.0	11.1	0.4	4%
Schools - Other (inc. Minor) Capital Works	1.4	5.9	0.1	2%
Highways & Bridges - LBL	3.5	3.5	0.1	3%
Highways & Bridges - TfL	0.0	2.2	0.0	0%
Highways & Bridges - Others	0.0	2.1	0.0	0%
Catford town centre	5.5	5.1	0.1	2%
Asset Management Programme	2.5	2.0	0.3	15%
Smart Working Programme	0.9	2.3	0.8	35%
Beckenham Place Park	2.5	2.4	0.9	38%
Heathside & Lethbridge Regeneration	0.0	0.6	0.0	0%
Excalibur Regeneration	0.0	1.7	0.2	12%
Lewisham Homes – Property Acquisition	6.0	3.0	0.0	0%
Private Sector Grants and Loans (inc. DFG)	1.3	3.8	0.1	3%
Achilles St. Development	0.0	7.3	0.0	0%
Ladywell Leisure Centre Development Site	0.0	1.0	0.0	0%
Edward St. Development	9.1	9.1	0.0	0%
Travellers Site Relocation	1.1	1.1	0.0	0%
Fleet Replacement Programme	0.0	7.8	0.0	0%
Other General Fund schemes	2.2	5.6	0.0	0%
TOTAL GENERAL FUND	47.0	77.6	3.0	4%
HOUSING REVENUE ACCOUNT				
Housing Matters Programme	37.3	21.0	0.3	1%
Decent Homes Programme	57.1	51.4	1.8	3%
Other HRA schemes	0.8	1.6	0.1	4%
TOTAL HOUSING REVENUE ACCOUNT	95.2	74.0	2.2	3%
TOTAL CAPITAL PROGRAMME	142.2	151.6	5.2	3%

The main sources of financing the programme are grants and contributions, and capital receipts from the sale of property assets. Some £5.8m has been received so

far this year, comprising £4.1m (net) from Housing Right to buy sales and other capital receipts and £1.7m of grants and contributions.

The paragraphs below set out further detail regarding the major capital programmes:

Schools – School Places Programme

Primary place demand has levelled off recently across London and the priority for school place delivery has shifted mainly to Special Educational Need and Disability provision. Four schemes are currently in development and delivery over the next 3 years to 2021. They include:

- Works to Ashmead Primary in Brockley to expand from one to two forms of entry. Works have commenced in April this year and are due to be completed by summer next year. The project will deliver a new standalone block adjacent to Lewisham Way, improved landscaping within the site and a new entrance and enhanced public realm area to the South of the site.
- Greenvale School, in Whitefoot ward, is Lewisham’s community special school for children and young people between the ages of 11 and 19 years who have significant learning difficulties. A new satellite facility to accommodate an additional 93 students will be constructed on the site of the former Brent Knoll building in Perry Vale. The design stage is currently underway, and works are due to commence on site in October this year and complete in time for the start of the autumn term 2020.
- New Woodlands, in Downham Ward, is a special school which supports children from 5 to 16 who have Social, Emotional and Mental Health (SEMH) special educational needs. The school recently began admitting Key Stage 4 students, and works will take place over the summer holidays this year to ensure there are adequate facilities onsite to provide a full curriculum from September 2020. This will include minor remodelling and refurbishment of the existing building, provision of a new food technology practical room, and improvements to existing landscaping and external play areas.
- Watergate is Lewisham’s primary special school for children between the ages of three and eleven years who have severe learning difficulties, located in Bellingham Ward. Approval has been granted to expand the school by 59 places through the construction of a new teaching block on the existing site. The design stage commenced in May this year, with works expected to be completed in early 2021.

Schools – Minor Works Capital Programme

The School Minor Works Programme (SMWP) is an ongoing programme of minor capital works to existing community school buildings, primarily relating to mechanical/electrical infrastructure and building fabric needs. The programme is grant funded by central government and has been consistently delivered on budget.

Highways & Bridges

The Council continues to invest resources in maintaining its highway assets, most notably through its £3.5m programme of carriageway and footway resurfacing works. The budget for carriageways allows for 60 to 70 roads to be resurfaced each year and, until 2017, the majority of these roads were those in the worst condition and categorised as “Red” – lengths of road in poor overall condition and in need of

immediate further engineering assessment with a planned maintenance soon. In 2018 we carried out resurfacing to 67 roads from the Council's programme. As a result of the resurfacing programme, the focus has now moved to works to roads classified with Condition Index of "Amber" – lengths of road which, without a planned early intervention, could result in further severe defects and move the Condition Index to "Red". Early intervention using appropriate design, based on carriageway coring information and other factors like bus routes, high volume of traffic, usage and environment will result in better value for money. There are still over 300 roads classified as Amber that require essential works and the Council's long-term investment strategy is taking effect as since 2013, the number of annual insurance claims against the Council for carriageway defects has reduced by approximately 50%.

As progress continues on the condition of carriageways, the balance of focus is also moving towards the footways programme where there are still approximately 70 roads categorised as Red. The proposal is to carry out essential footway replacement works in at least 10 roads in 2019/20 and expanding this in future years.

Catford Town Centre

Architect's Studio Egret West has been appointed to develop a master plan to guide the regeneration of the Town Centre. The plan will be completed in Autumn of 2019 and will form the basis of any future plan for the Town Centre. It will be used as an evidence base for the emerging Local Plan. Work is also continuing with TfL on the agreed proposal to realign the South Circular A205 through the Town Centre and work is expected to start in 2021. Meanwhile, the engagement activity of Team Catford has continued to build on the programme of social engagement started in 2016. The Team's work is expected to continue through the development of the master plan and beyond.

Asset Management Programme

Funding from the Asset Management Programme (AMP) has continued to support reactive and much needed capital works across the operational corporate estate. This has included fabric works such as roof replacement and mechanical works including boiler replacements and lift repairs across the estate of approximately 90 buildings and sites. More recently, the programme has funded works to the Civic Suite, Registry Office and some essential works as part of the main Laurence House refurbishment programme. A full condition survey of the corporate estate is currently under way. The results will help define the future investment need of the estate and also underpin the use of the AMP capital programme funding for future years.

Smart Working Programme

The Smarter Working programme seeks to consolidate offices and release sites for future redevelopment in Catford town centre, whilst refurbishing the council's main office site, Laurence House, to ensure it is fit for purpose until new council offices can be built. The ground floor has been refurbished to provide a modern, welcoming and better functioning reception for the council. It opened to staff and the public in October 2018. Work has commenced on refurbishing floors 1 to 5, improving and extending toilet provision, delivering new meeting rooms and kitchens, improving the heating and ventilation system, new energy efficient LED lighting, decoration and a layout and furniture which supports and encourages agile working. The programme of work will continue until the autumn of 2019, one floor at a time.

Beckenham Place Park

The restoration of Beckenham Place Park (to the western side of the railway) will be completed in 2019/20. Listed buildings, now restored, will become alive again with new uses and the long anticipated restored landscape, with its reinstated lake, will be enjoyed by thousands of local people. The Georgian stable block will become the new park café, and a base for environmental education in the park. The stable yard itself will become an arrival and visitor's hub, with a terrace overlooking the expanded formal gardens. New play facilities will be available in the restored pleasure grounds, and the previously derelict Gardener's cottage will be re-purposed as a hub for volunteer activity in the park, in the midst of the new community garden. Open water swimming will take place in the lake, and visitors will be encouraged to explore the breadth and nature of Lewisham's largest park on new paths and trails.

Lewisham Homes – Property Acquisition

This funding supports the delivery of the Lewisham Homes acquisitions programme that secures properties for temporary accommodation for homeless households, making a saving on the Council's spend on bed & breakfast accommodation.

Achilles Street

Work is underway to deliver a Resident Ballot on the Achilles Street Estate in New Cross to determine if the estate should be redeveloped to provide additional new homes.

Edward Street

Edward St will provide 34 new high-quality temporary accommodation homes for local families in housing need. Start on site planned early 2020 following tender and contractor appointment.

Fleet vehicle replacement

This budget will finance the replacement of 75 vehicles in the Council's fleet in order to meet the approaching Low Emissions Zone (LEZ) changes in October 2020.

Housing Matters Programmes update

The majority of spend in 2019/20 will relate to feasibility and planning application preparation for the new homes programme and delivery of a number of schemes by Lewisham Homes on site. Around 27 sites including 376 homes for social rent, are forecast to achieve planning permission by early 2020. 5 schemes delivering 85 homes are currently on site and a further 14 sites delivering 122 homes are forecast to start on site between April and January 2020.

Decent Homes Programme

Lewisham Homes are responsible for ensuring council owned stock under their management is brought up to and maintained to a decent homes level, covering both internal and external enveloping works. Lewisham Homes are leading on the delivery of the decent homes programme (under delegated powers) in consultation / agreement with the Council.

This page is intentionally left blank

Safer Stronger Communities Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	6
Class	Part 1 (open)	12 September 2019	

1. Purpose

- 1.1 To advise members of the committee’s work programme for the 2019/20 municipal year and to agree the agenda items for the next meeting.

2. Summary

- 2.1 The committee drew up a draft work programme at the beginning of the municipal year for submission to the Business Panel for consideration.
- 2.2 The Business Panel considered the proposed work programmes of each committee on 7 May 2019 and agreed a co-ordinated overview and scrutiny work programme.
- 2.3 The work programme can, however, be reviewed at each select committee meeting to take account of changing priorities.

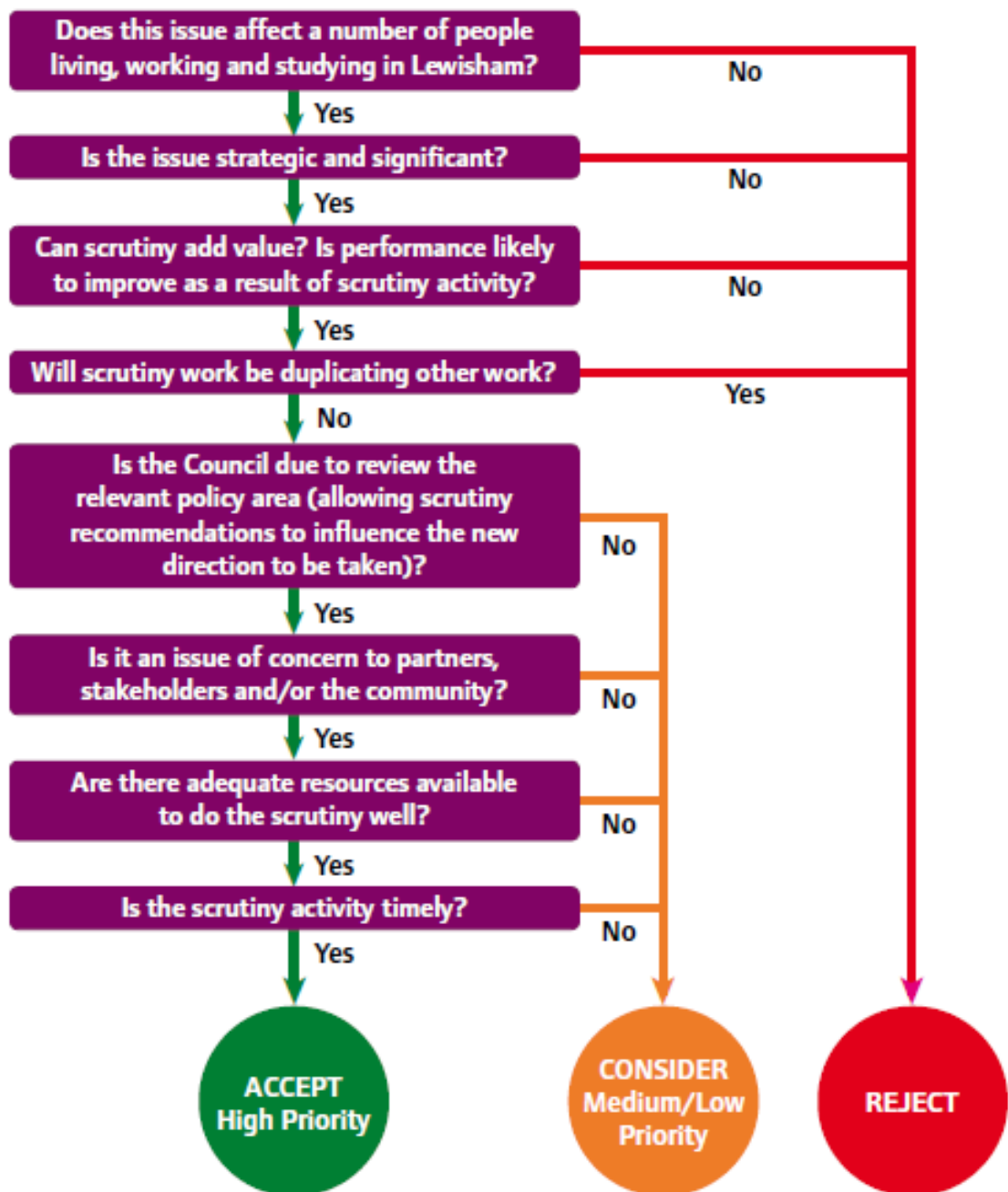
3. Recommendations

- 3.1 The Committee is asked to:
 - consider the work programme attached at **Appendix B** – and discuss any issues arising from the programme
 - consider the items scheduled for the next meeting – and specify the information the committee requires to achieve its desired outcomes
 - review the forthcoming key decisions set out in **Appendix C** – and consider any items for further scrutiny

4. The work programme

- 4.1 The work programme for 2019/20 was agreed at the meeting on 30th April.
- 4.2 Members are asked to consider if any urgent issues have arisen that require scrutiny and if any items should be removed from the work programme.
- 4.3 Any additional items should be considered against the prioritisation process before being added to the work programme (see flow chart below).
- 4.4 The committee’s work programme needs to be achievable in terms of the meeting time available. If the committee agrees to add additional items, members will also need to consider which lower-priority items should be removed to create sufficient capacity.

Scrutiny work programme – prioritisation process



- 4.5 Items within the committee's work programme should be linked to the priorities of the Council's Corporate Strategy.
- 4.6 The Council's Corporate Strategy for 2018-2022 was approved at full council in February 2019.
- 4.7 The strategic priorities of the [Corporate Strategy for 2018-2022](#) are:
1. ***Open Lewisham*** - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.
 2. ***Tackling the housing crisis*** - Everyone has a decent home that is secure and affordable.
 3. ***Giving children and young people the best start in life*** - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.
 4. ***Building an inclusive local economy*** - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
 5. ***Delivering and defending: health, social care and support*** - Ensuring everyone receives the health, mental health, social care and support services they need.
 6. ***Making Lewisham greener*** - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.
 7. ***Building safer communities*** - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

5. The next meeting

5.1 The following items are scheduled for the next meeting on 9th October 2019.

5.2 The committee is asked to specify the information and analysis it requires for each item, based on the outcomes it would like to achieve, so that officers are clear about what information they need to provide. The Committee is also asked to decide the priority rating for each item.

Agenda item	Review type	Relevant Corporate Priority	Priority
Equalities In-depth Review	In-depth Review	CP1	High
Public Health Approach to Violence Reduction	Performance monitoring	CP7	High
Disability Provision in Lewisham	Performance monitoring	CP1	High
Food Poverty	Performance monitoring	CP1	High
Lewisham Libraries Future and Transformation inc. annual report.	Performance monitoring	CP1	High

6. Referrals

6.1 Below is a tracker of the referrals the committee has made in this municipal year:

Referral title	Date of referral	Date considered by Mayor & Cabinet	Response due at Mayor & Cabinet	Response due at committee
Select Committee Work Programme	30.04.19	Considered at Business Panel on 7.5.19	N/A	N/A

7. Information items (optional depending on committee approach)

7.1 Some potential work programme items might be low priority and may only require a briefing report for information to be produced for members outside of a formal committee meeting.

7.2 Below is a tracker of the information items received by the committee:

Item	Date received
Public Health Approach to Violence Reduction	9.7.19

8. Financial Implications

There are no financial implications arising from this report.

9. 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.

10. Equalities Implications

10.1 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.

10.2 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.

10.3 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.

11. Date of next meeting

The date of the next meeting is Wednesday 9 October 2019.

Background Documents

Lewisham Council's Constitution
Centre for Public Scrutiny: the Good Scrutiny Guide

This page is intentionally left blank

Safer Stronger Communities Select Committee 2019/20

Work Item	Type of review	Strategic Priority	Delivery deadline	30-Apr	22-May	16-Jul	12-Sep	09-Oct	26-Nov	16-Jan	04-Mar
Budget Cuts Proposals	Standard Item						Budget Cuts				
Election of Chair and Vice-Chair	Constitutional requirement										
Select Committee Work Programme 2018/19	Constitutional requirement	CP1,CP4 and CP7	Apr-19								
Safe Lewisham Plan	Performance monitoring	CP7	Apr-19								
Adult isolation & services for the elderly	Performance monitoring	CP5	May-19								
Invitation to Age UK, Positive Ageing Council and Cabinet member	Performance monitoring	CP5	May-19								
Update from Local Police and Fire Service	Standard Item	CP7	May-19								
Vision for the third sector: compact and transformation	Standard Item	CP1 and CP4	Jul-19								
Violence Against Women and Girls	pre-decision	CP7	Jul-19								
Prevent and Stop and Search response and update	in-depth review	CP7	Jul-19			response				6-month update	
Councils employment profile and staff survey results	performance monitoring/in-depth		Jul-19								
Equalities Indepth Review	in-depth review	CP1	Mar-20								
Lewisham Libraries- Future and Transformation inc annual report	Performance monitoring	CP1	Sep-19								
Public Health Approach to Violence Reduction	Performance monitoring	CP7	Oct-19								
Disability Provision in Lewisham	Performance monitoring	CP1	Oct-19								
Food Poverty	Performance monitoring	CP7	Oct-19								
National Probation Service and Community Rehabilitation Company	Performance monitoring	CP7	Jan-20								
Modern Day Slavery	Performance monitoring	CP1 + CP7	Jan-20								
Refugee Resettlement Programme	Performance monitoring	CP1	Jan-20								
Comprehensive Equalities Scheme	Pre-decision	CP1	Mar-20								
Local Assemblies Annual Review inc. NCIL	Performance monitoring	CP1	Mar-20								
YOS - monitoring progress against Action Plan	Performance monitoring	CP7	Mar-20								

	Item completed
	Item on-going
	Item outstanding
	Proposed timeframe

This page is intentionally left blank

FORWARD PLAN OF KEY DECISIONS

Forward Plan September 2019 - December 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
April 2019	Future options for the Parks Service	18/09/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
May 2019	New Cross Area Framework + Station Opportunity Study Supplementary Planning Document	18/09/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan, Mayor		
May 2019	Approval for Single Tender action for Counter Fraud Hub	18/09/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
May 2019	Performance Monitoring	18/09/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
June 2019	Future of Youth Services	18/09/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		

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
April 2019	Additions to List of Locally Listed Buildings	18/09/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan, Mayor		
June 2019	Disposal of Downham Business Enterprise Centre	18/09/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
April 2019	Award of Contract Tier 4 Substance Misuse Framework	18/09/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
April 2019	Anti-Idling Enforcement	18/09/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
June 2019	Adopting a Residents Charter for Lewisham	18/09/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
August 2019	CRPL Appointment of Non-Executive Director	18/09/19 Mayor and Cabinet	David Austin, Head of Corporate Resources 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 2019	HMO Article 4 Direction Confirmation	18/09/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
August 2019	Award of Contract for Tier 4 Substance Misuse Framework	18/09/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet member for Health and Adult Social Care		
August 2019	Alteration of SEN provision at Deptford Green School	18/09/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
August 2019	Approval to Award Tender for Management Development Programmes	18/09/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2019	Learning Disability Framework - Extension of Contracts	18/09/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet member 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
			Health and Adult Social Care		
August 2019	Cleaning Contract Extension	18/09/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2019	Security Contract Extension	18/09/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2019	Annual Renewal Microsoft Enterprise License	18/09/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
August 2019	Future of Dek Hub workspace	18/09/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Joe Dromey, Cabinet Member for Culture, Jobs and Skills (job share)		
August 2019	Achilles Street Landlord Offer for Estate Regeneration Ballot Parts 1 & 2	18/09/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		

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 2019	Oracle Cloud Update	18/09/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
August 2019	Permission to Tender Violence against Women and Girls (VAWG) Service	18/09/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
August 2019	Mental Health Accomodation Based Support Service permission to tender	18/09/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet member for Health and Adult Social Care		
August 2019	Request for Extension and Variation of Family Support Contract	01/10/19 Overview and Scrutiny Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
May 2019	Statement of Accounts	02/10/19 Council	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member 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
			Finance and Resources		
August 2019	Consultation: Proposal to Transfer Management of 5 Community Centres to Lewisham Homes	10/10/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
June 2019	Disposal of Horton Kirby Centre	10/10/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
June 2019	Disposal of Bryn Coedwig Outdoor Education Centre Alberllefeni Machynlleth	10/10/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
June 2019	Disposal of Tyn y Berth Centre, Corris, Machynlleth	10/10/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
August 2019	CCTV Monitoring Contract	10/10/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
August 2019	LIP annual spending submission for 2020/21	10/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Brenda Dacres, Cabinet Member		

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
			for Environment and Transport (job share)		
August 2019	Permission to Tender Obesity Services	10/10/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet member for Health and Adult Social Care		
August 2019	Domiciliary Care Provision	10/10/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet member for Health and Adult Social Care		
February 2019	Insurance Renewal	30/10/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
April 2019	Contract Award Tier 2/3 Drug Services/Shared Care	20/11/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
August 2018	Lewisham Strategic Heat Network Business Case	11/12/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan,		

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
			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