

# Children and Young People Select Committee Agenda

Tuesday, 17 September 2019  
**7.00 pm**, Committee Room 1  
Civic Suite  
Lewisham Town Hall  
London SE6 4RU

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

## Part 1

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# Children and Young People Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Tuesday, 17 September 2019.

Janet Senior, Acting Chief Executive  
Thursday, 5 September 2019

Councillor Luke Sorba (Chair)	
Councillor Caroline Kalu (Vice-Chair)	
Councillor Colin Elliott	
Councillor Octavia Holland	
Councillor Coral Howard	
Councillor Liz Johnston-Franklin	
Councillor Paul Maslin	
Councillor Hilary Moore	
Councillor Jacq Paschoud	
Councillor John Paschoud	
Lilian Brooks	Parent Governor Representative - Primary Schools
Kevin Mantle	Parent Governor Representative - Special Schools
Kate Ward	Parent Governor Representative - Secondary Schools
Gail Exon	Church Representative
Monsignor N Rotheron	Church Representative
Councillor Bill Brown (ex-Officio)	
Councillor Sakina Sheikh (ex-Officio)	

## **MINUTES OF THE CHILDREN AND YOUNG PEOPLE SELECT COMMITTEE**

Thursday, 11 July 2019 at 7.00 pm

PRESENT: Councillors Luke Sorba (Chair), Caroline Kalu (Vice-Chair), Octavia Holland, Coral Howard, Jacq Paschoud, John Paschoud, Kevin Mantle (Parent Governor Representative - Special Schools) and Monsignor N Rothon (Church Representative)

APOLOGIES: Councillors Liz Johnston-Franklin, Hilary Moore and Gail Exon

ALSO PRESENT: Councillor Chris Barnham (Cabinet Member for School Performance and Children's Services, Adam Abdullah (Young Mayor of Lewisham), Josh Brown-Smith (Young Adviser), Sara Williams (Executive Director, Children and Young People) (London Borough of Lewisham), Emma Aye-Kumi (Scrutiny Manager), Catherine Bunten (Commissioning Manager), Helen Buttivant (Public Health Consultant) (London Borough of Lewisham) and Lucie Heyes (Assistant Director of Children's Social Care)

### **1. Minutes of the meeting held on 12 June 2019**

The Chair opened the meeting. Apologies had been received from Gail Exon, Councillor Hilary Moore and Councillor Liz Johnston-Franklin. He noted that Councillors John Paschoud and Jacq Paschoud would arrive late owing to council business.

The Chair welcomed Adam Abdullah – Lewisham's Young Mayor, and Josh Brown-Smith – the Chair of Lewisham's Young Advisers, to the meeting.

The Chair explained that the minutes of the last meeting were in two parts, the second being unavailable to the public due to commercial confidentiality, in accordance with Section 100(A)(4) of the Local Government Act 1972.

Members agreed the Part 1 minutes as a true and accurate record of the meeting.

The Chair excluded the press and public from the meeting to allow for discussion of the Part 2 minutes.

Members agreed the Part 2 minutes as a true and accurate record of the meeting, but requested the following:

1. At Paragraph 8.1 delete "KPIs" and replace with "Key Performance Indicators (KPIs)"
2. At Paragraph 8.13 delete "The Dedicated Schools Grant and Public Health Fund are ring-fenced" and replace with "The Council has limited discretion as to how the Dedicated Schools Grant and Public Health Fund are allocated".

It was RESOLVED that:

1. the Part 1 (open) minutes be agreed as a true and accurate record of the meeting
2. the Part 2 (closed) minutes be agreed as a true and accurate record of the meeting subject to the following changes being made:  
At Paragraph 8.13 delete “The Dedicated Schools Grant and Public Health Fund are ring-fenced” and replace with “The Council has limited discretion as to how the Dedicated Schools Grant and Public Health Fund are allocated”.

## **2. Declarations of interest**

None.

## **3. Responses to Referrals to Mayor and Cabinet**

None due. Responses to the two recent referrals made by the Committee would be expected in October.

## **4. Young Mayor and Advisers**

The Chair welcomed Adam Abdullah – Young Mayor and Josh Brown-Smith – Chair of the Young Advisers to the meeting. He explained that once a year, the Committee invites the Young Mayor and Advisers to address the committee with an open brief.

The Young Mayor provided a summary recent activities as follows:

1. Setting up a Young People’s Climate Change Forum to support the council’s aim of being carbon neutral by 2030
2. Participating in activities which led to Lewisham being awarded a trophy for being the best rambling neighbourhood in England.
3. Meeting the Goldsmith’s University outreach team to negotiate use of the library for Year 11 students who need study spaces. The university had been supportive in principle and work was being done for formulate a proposal
4. Contributing to the Democracy Review and Early Help Review
5. Participating in question times in schools with Councillors and the police.
6. Developing a social media strategy to improve communication between the council and young people
7. Working to develop a Curriculum 4 Life to work with schools to better deliver life skills such as budgeting, finding employment, careers advice etc
8. Working on the Lewisham Alumni Programme. This enables young people in Lewisham aged 18-30 to give back to their schools through mentoring, sharing experiences, offering career aspiration talks. One of the aims of the programme was to inspire success and to offer hope beyond poverty and violence.
9. Budget consultation. There were common themes between budget consultation and the Curriculum 4 Life, including improved education on drug use, SRE and mental health support.

The Chair thanked them for their contribution and invited questions from the committee. The following was noted in discussion:

1. The Young Mayor and Advisers were able to access the appropriate decision makes in order to make their proposals a reality, but felt that young people in general were not empowered to influence decision-making. This was why they had created a Climate Change Forum – to help empower young people. The Young Mayor and Advisers wanted a statutory requirement for youth consultation.
2. When asked for their views on permanent exclusion, the Young Mayor and Adviser opposed permanent exclusion, preferring instead a restorative justice approach to resolving issues at school. They felt that institutional racism meant that permanent exclusion unfairly affected some children more than others. It was their view that internal exclusion could sometimes be necessary for 'cooling off'.
3. The Chair invited the Young Mayor and Advisers to consider the published review and respond.
4. On mental health, the Young Mayor and Adviser felt there was a lack of awareness among young people of support services and that schools needed to do more to support mental health. They also felt schools needed to do more to support young people in general, for example instead of saying a young person "has the potential to do well" they should support that young person to realise their potential.
5. In their experience, young people experience a lack of cultural sensitivity when they do access mental health support services, particularly since around 70% of the school population in Lewisham is BAME.
6. Both reported broadly positive experiences of Lewisham secondary schools, however they felt the culture had to change to get the focus off improving exam results. Firstly, the pressure on students to improve grades was leading to mental health problems, and secondly it had prompted students to snapchat about being at the bottom of the league table.
7. The Young Mayor and Adviser wanted to see students represented on school governing boards, as well as more BAME representation on governing bodies, so that Governors share the same lived experience as the children they make decisions on behalf of.
8. The committee heard that smoking weed is widespread among young people in Lewisham but it is a taboo subject at school. The Young Mayor and Adviser felt that proper training for teachers, investment in PHSE and open, blunt conversations in schools needed to be encouraged around staying safe and what to avoid. Talk to Frank (drugs advice) and Compass (online health and wellbeing advice) were referenced as examples.

The Chair thanked the Young Mayor and Adviser for their time and invited them to attend a joint meeting of the CYP and Healthier Communities Select Committees on 17 July to discuss BAME mental health inequalities.

It was RESOLVED that the views of the Young Mayor and Adviser be noted.

## **5. Lewisham's Early Help Approach: Priorities and Timescales**

Catherine Bunten, Service Manager – Joint Commissioning, and Helen Buttivant, Public Health Consultant, introduced the item and invited questions from the Committee.

It was noted:

1. Some Members were concerned that looking at early help service by service was not the right starting point and requested a population needs analysis and details of how services would be mapped according to identified needs that result.
2. An initial piece of work had been completed which gave an early indication of need at borough level. The Early Help Board would be supplied with this data.
3. Public Health analysts had been tasked with gather data and preparing an analysis at ward level. This work was ongoing and would be presented to the Board at the end of July.
4. Proxy indicators such as estimated Adverse Childhood Experiences (ACE) were also being considered as part of the needs analysis.
5. The evaluation criteria referred to at paragraph 5.11 related to assessing whether a service should be delivered in-house, externally or jointly. It had yet to be decided how services would be delivered.
6. Some Members felt that the Early Help review had not matched up to initial expectations. Whereas a direction of travel was being set for the process to continue beyond 2020, some Members had expected wider, more radical redesign options rather than an incremental approach. Some felt that more than one option should be presented at the end, and that the financial case for investment in early help needed to be clearly made.
7. The Committee wanted the opportunity to scrutinise all proposals before they are put to Mayor and Cabinet.
8. Concerns were raised about the timescale being too tight for meaningful change before March 2020.
9. Members were also concerned that without a clear, strategic plan, Mayor and Cabinet would have to make uninformed decisions to cut or maintain existing services.
10. Officers explained that there was a need for pragmatism and incremental approach because there was little scope to change statutory services. In addition, there was uncertainty around funding, due to both the existing funding gap and the possible loss of the Troubled Families grant.
11. Members were clear that, in spite of funding uncertainty, the Committee wanted to see recommendations before being put before Mayor and Cabinet for a decision.

It was RESOLVED that

1. The report be noted
2. That the Committee receive a report back before any proposals are put to Mayor and Cabinet.

## **6. Safeguarding Services 6 monthly report**

Lucie Heyes – Director of Children’s Social Care highlighted key aspects of the report and explained that in the past the service had been over-interventionist. The focus was now on managing risk differently in order to keep children safe while

reducing the numbers of children with Child Protection Plans. A key aspect of this was strengthening support for those on the edge of care to prevent escalation.

The following was noted in discussion:

1. The number of re-referrals had increased from 8% to 15%. There was insufficient performance data to accurately assess whether this was a result of an increase in the number of families whose needs had been stepped down, and in many cases there did not appear to be a correlation. There had been significant changes to the recording system recently which meant that a straight comparison was not possible. Re-referral figures were in line with other London boroughs.
2. Business systems had been improved, and the initial focus had been on improving discipline, compliance and oversight. The next phase would see skilling up of social workers and practice improvement.
3. Signs of Safety is used by many local authorities. It places the emphasis on using families' own resilience and resources to bring about improvements. It takes a balanced approach to risk management and is not deficit-based.
4. It can be common to conflate risk to the child with professional anxiety or family hostility. Signs of Safety tries to separate out the risk to the child from other factors that may result in premature intervention. It is more respectful to families, and facilitates better relationships.
5. The reduction in proceedings can be directly linked to the introduction of the Signs of Safety practice modal as well as more checks and balances in the system.
6. Visits fell below target, and social worked caseloads were up to 15-20.
7. There had been a bulge in the number of assessments due to a combination of factors. There had been an unexplainably high number of contacts in May. It was thought this was an isolated increase and not part of a wider trend. Contact rates were down in June and would be low in July and August due to school holidays.
8. MASH thresholds were under constant review.
9. One Member had recently accessed the service and had found it difficult to get help for a young person that they had had concerns about. It was acknowledged that there was currently variability in practice and the aim was for better consistency.
10. The Chair remarked that he was pleased to see the comprehensive improvement plan and continuous testing of changes.

It was RESOLVED that the report be noted.

## **7. Select Committee work programme**

The Chair introduced the item and brought Appendix D, a scoping report entitled "how living in temporary accommodation affects children", to the Committee's attention and invited comments.

The following was noted:

1. To the Key Lines of Enquiry (KLOE) add at 3
  - (vi) school attendance
  - (vii) what impact does the quality and location of the temporary accommodation have (eg Out of Borough placements)?

(viii) to what extent do children living in temporary accommodation appear in Children's Social Care, Missing Exploited and Trafficked?

The work programme was discussed and it was agreed to:

2. Add CAMHS update to December
3. Move children in temporary accommodation review to January
4. Add BAME achievement to September
5. Move Education Strategy to December
6. Add a further item on the Early Help Review to the agenda for September, to include information relating to the population needs assessment and proposed cuts.

It was RESOLVED that:

1. The KLOE be agreed subject to the following additions:
  - (vi) school attendance
  - (vii) what impact does the quality and location of the temporary accommodation have (eg Out of Borough placements)?
  - (viii) to what extent do children living in temporary accommodation appear in Children's Social Care, Missing Exploited and Trafficked?
2. The work programme be amended as follows:
  - Add CAMHS update to December
  - Move children in temporary accommodation review to January
  - Add BAME achievement to September
  - Move Education Strategy to December
  - Add a further item on the Early Help Review to the agenda for September, to include information relating to the population needs assessment and proposed cuts.
3. The reports be noted.

Before closing the meeting, the Chair reminded Members of a joint meeting with Healthier Communities Select Committee scheduled for 17 July on BAME mental health inequalities.

## **8. Referrals to Mayor and Cabinet**

No referrals were made.

The meeting ended at 9.20 pm

Chair:

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Date:

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## **MINUTES OF THE JOINT HEALTHIER COMMUNITIES AND CHILDREN AND YOUNG PEOPLE SELECT COMMITTEE MEETING ON BAME MENTAL HEALTH INEQUALITIES**

Wednesday, 17 July 2019 at 7.30 pm

PRESENT: Councillors Aisling Gallagher, Octavia Holland, Coral Howard, Liz Johnston-Franklin, Caroline Kalu, John Muldoon (Chair), Olurotimi Ogunbadewa, Jacq Paschoud, John Paschoud, Luke Sorba and Monsignor N Rothern.

ALSO PRESENT: Mayor Damien Egan, Councillor Chris Best (Deputy Mayor), Councillor Chris Barnham (Cabinet member for School Performance and Children's Services), Councillor James Rathbone (Lewisham's Mental Health Champion), Emma Aye-Kumi (Scrutiny Manager), Tom Brown (Executive Director for Community Services), Kenneth Gregory (Joint Commissioning Lead - Adult Mental Health), Caroline Hirst (Joint Commissioner), Dr Catherine Mbema (Director for Public Health), Sara Williams (Executive Director for Children and Young People).

Apologies for absence were received from Councillor Tauseef Anwar, Councillor Peter Bernards, Councillor Colin Elliott and Councillor Hilary Moore.

### **1. Appointment of Chair for the meeting**

- 1.1 Councillor John Muldoon, Chair of the Healthier Communities Select Committee (HCSC) opened the meeting, welcomed the participants and public and explained that the joint meeting came about following a resolution of the HCSC as follows:  
"To hold a one-off joint meeting with the Children and Young People Select Committee before the summer recess to further consider the work being undertaken by the council to address BAME mental health inequalities; to receive evidence at this meeting on the progress of this work with clear timescales and proposed actions, on who is responsible for overseeing and monitoring the progress of this work at senior officer and cabinet level, and on whether there are any barriers to making quick progress; and to receive evidence at this meeting from the Cabinet Member for Health and Adult Social Care, the Cabinet Member for Children's Services, and the Chair of the Health and Wellbeing Board."
- 1.2 Apologies were noted from Councillors Bernards, Moore, Elliot, Anwar.
- 1.3 It was MOVED, SECONDED and RESOLVED that Councillor Muldoon be appointed as Chair of the meeting.

### **2. Declarations of interest**

- 2.1 Councillor Luke Sorba disclosed that:
  - he is the Council's appointee to the council of SLAM NHS Trust governors;

- he is also commissioned to deliver workshops through the SLaM recovery college.

### 3. BAME mental health inequalities

3.1 The Chair introduced the Mayor, Damian Egan, who is also the Chair of the Health and Wellbeing Board, to address the committee. The Mayor made the following points:

1. He acknowledged that mental health outcomes for BAME residents in Lewisham are worse than for other residents
2. Austerity had had a pronounced effect on mental health provision and cut across all service providers
3. Long term change would require sustained efforts
4. He recorded his thanks to Catherine Mbema - Interim Director of Public Health, Danny Ruta – former Director of Public Health, and all officers involved in this work
5. He stressed the importance of learning from Lambeth's Black Thrive programme
6. He had appointed Barbara Grey, of Lewisham BME Network, as BAME health inequalities adviser.
7. It was necessary to improve services and to be ready for a change of governance so that when investment in public services will resume, Lewisham will be in a strong position.

3.2 Catherine Mbema, Kenneth Gregory – Joint Commissioner, Adult Mental Health and Caroline Hirst – Joint Commissioner gave a presentation. The slides can be viewed [here](#).

3.3 The Chair thanked the Mayor and presenters and invited questions from the Committee. A discussion followed in which the following points were made:

1. Members expressed serious concerns about the unreliability of available ethnicity data. The ethnicity of some 44.5% of service users accessing Child and Adolescent Health Services (CAMHS) was not known.
2. A Joint Service Needs Assessment (JSNA) was being carried out for adult service, but not for children and young people. A prioritisation process had been followed that identified adult mental health services as a focus area. Transition from CAMHS to adult mental health and self-harm services for children and young people would be looked at this coming year.
3. The Mayor was clear that this was a 10 year change programme and dramatic change would be challenging during austerity. It was noted that Lambeth's Black Thrive programme had had a long implementation phase, taking some 5 years to embed.
4. Members did not think it would be possible to bring about the necessary changes to mental health provision within the existing resource envelope.
5. Youth First has strong engagement with BAME young people and therefore it was important to look at the role of the youth service in the mental health strand of the Early Help Review. Resilience was at the core of the youth service offer and the Early Help review was

- considering whether to have a designated clinical lead within the youth service and other relevant settings.
6. The Virtual School (which provides support to looked after children) had created its own dedicated CAMHS team from within its existing resources and with open access, that is with no access threshold. As a result the number of looked after children accessing mainstream CAMHS services had dropped by 21% in 2017.
  7. Members asked about engagement with faith groups and heard that the council engages with faith groups through voluntary organisations such as VAL and Healthwatch.
  8. Members felt that the recommendations in Appendix 1 of the report (actions 3 and 6-8), could not be done without additional resource as they require specialist support from partner organisations, which would come with a cost.
  9. Lambeth Thrive had required a budget for staffing and events. It was suggested that there may be a need for an officer to lead on co-production and run events. Officers agreed that additional resource would be required and were advertising for additional posts to work on co-production.
  10. Lewisham's provider alliance would have to agree that transformation work would become their core business. Some resource would be available for Lewisham BME Community Network as a key partner. However providers would be expected to absorb the cost of transformation work from their existing budgets.
  11. One of the key messages from the mental health review that Councillor Holland had undertaken in 2018 was that levels of access for Black young people was getting worse and that young Black boys in particular were put off from accessing mental health services provided in school.
  12. Members felt that there needed to be a tailored approach for ethnic groups that took into account cultural barriers, and also for those at risk of offending or being excluded from school.
  13. It was highlighted that some 76% of Lewisham's school age population is BAME and therefore were the majority group. Officers stressed the need to embed co-production in order to meet the needs of BAME residents.
  14. One Member advised that young people at risk of exclusion were not accessing services and therefore the mainstream offer would need to be reorientated to address inequality of access.
  15. Outcomes would be included in an action plan that would go to the HWB.
  16. Officers were carrying out a 'deep dive' to assess the accuracy of baseline data. Understanding the data was a focus area for SLaM.
  17. Ensuring links between partner organisations to avoid silo working was a key aim. The rollout of i-thrive would help by providing a common language across services.
  18. One Member shared that the Young Mayor had attended a recent meeting of the Children and Young People Select Committee and had said that young people do not know where to go to access mental health support. Officers explained that despite working with the Young Mayor and Advisers for a number of years, leafletting, delivering whole school assemblies on mental health, the feedback was always the same.

19. It was hoped that i-thrive would help primary care services such as schools to understand mental health care pathways and to disseminate them.
20. The Early Help Review was looking at use of the Family Information Service website and how to develop it to improve signposting.
21. Recruitment to a programme management post looking at transition management was underway. The post would cover a range of services for 14-25 year olds including send/ complex needs, risky behavior, self-harm, LGBTQ.
22. Anecdotal evidence from Councillor surgeries and door knocking highlighted that the data and residents' reported experiences do not match up. Officers were urged to think about timings of workshops and take into account that residents are often at work during the day.
23. It was suggested that, when looking at the data, recent history of individual countries be considered as it may help to predict where problems might arise. The data on translator requests by Tamils and South Americans correlated to recent political events in their home countries.
24. Judy Harrington of Save Lewisham Hospital Campaign, having been invited by the Chair to contribute from the public gallery, expressed concern about delays when transitioning from CAMHS to adult mental health services. She also highlighted problems for looked after children when moving back into the borough. She felt that austerity had seen cuts to early support and intervention and staffing levels to deal with these issues.

3.4 The Committee heard from Barbara Gray, Mayoress and Adviser to the Mayor on BAME Mental Health Inequalities.

3.5 Ms Gray reported that, in her view, there was a race crisis in Lewisham because money had never been spent on BAME residents even before austerity hit. The BME Network had experience of successful engagement with BAME residents. Her view was that the commissioning process was not fit for purpose and greater engagement with BAME residents was needed when designing services. It was important, she felt, to engage with organisations that have relationships with and are invested in BAME communities.

3.6 Ms Gray also explained that child and adolescent mental health should not be looked at in isolation, but the whole family needed to be considered as factors such as temporary housing, or being housed outside the borough contributed to mental health difficulties. Practical solutions to issues relating to deprivation may be more effective than clinical pathways, in some cases.

3.7 The committee heard that the level of expertise within the BAME community was high. It would be necessary to work with the BAME community and properly resource this work.

3.8 It was noted that:

1. The remit of the HWB extended to health and social care and it could influence partners in other agencies

2. A post was being funded by the Better Care Fund specifically to make these kinds of links
3. One Member cautioned against creating a system that cause a 'race to the bottom'; for example if a resident's mental health difficulties had to reach a low point in order for housing improvement to kick in.
4. The Mayor gave assurances that this would not be the approach.
5. Another Member called for support for frontline staff dealing with mental health problems, for examples those dealing in frontline service roles such as Lewisham Home, schools, etc to recognise that bias and discrimination can affect BAME residents' ability to access services. She gave an example of a Black person with mental health difficulties being stereotypically labelled as angry.
6. One Member called for a follow up meeting in October so that scrutiny of BAME mental health inequalities could continue. The Chair explained that no such commitment could be made without consulting the Chair of Overview and Scrutiny and the Head of Scrutiny to establish whether there was capacity to support this.
7. Another Member requested quarterly updates that covered ethnicity data, and options for embedding and co-producing services within the BAME communities. It was also felt that feedback and evidence from community partners without 'official speak' would be helpful.
8. Members recognised that BAME communities did not always trust the council and therefore services may be best delivered in partnership with organisations that do have the trust of BAME communities.

It was RESOLVED that a referral be made to the Health and Wellbeing Board in the following terms:

1) That HWB investigates the lack of robustness and possible inaccuracies with CAMHS ethnicity data and provides details of how and when this deficiency will be addressed and remedied;

2) That HWB considers a dedicated programme, with additional funding and other resources, based within community and third sector partner organisations that already have expertise and the trust of BAME communities, on whose cooperation public consultation and co-production will rely.

3.9 The Chair thanked participants for their contributions to the meeting.

#### **4. Information item: Meeting the public sector equality duty at SLaM, 2018 Lewisham ethnicity information**

4.1 It was RESOLVED that the item be noted without discussion.

#### **5. Referrals to Mayor and Cabinet**

5.1 It was RESOLVED that the following referral be made to the Health and Wellbeing Board:

That HWB investigates the lack of robustness and possible inaccuracies with CAMHS ethnicity data and provides details of how and when this deficiency will be addressed and remedied;

That HWB considers a dedicated programme, with additional funding and other resources, based within community and third sector partner organisations that already have expertise and the trust of BAME communities, on whose cooperation public consultation and co-production will rely.



# Agenda Item 3

<b>Committee</b>	Children and Young People Select Committee	<b>Item No.</b>	3
<b>Title</b>	Declarations of Interest		
<b>Contributors</b>	Chief Executive		
<b>Class</b>	Part 1	<b>Date</b>	17 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; and
  - (b) either

(i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or

(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person\* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

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

### **(3) Other registerable interests**

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

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

### **(4) Non registerable interests**

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

### **(5) Declaration and Impact of interest on member's participation**

- (a) Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- (b) Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is

considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph (c) below applies.

- (c) Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- (d) If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- (e) Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

## **(6) Sensitive information**

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

## **(7) Exempt categories**

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

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

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

## 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
<b>Total</b>	<b>39,279</b>	<b>67,183</b>	<b>27,479</b>	<b>31,753</b>	<b>7,013</b>	<b>172,707</b>

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
<b>Children and Young People (CYP)</b>				
Children's Social Care	1,150	0		1,150
Joint Commissioning and Targeted Support	225	0		225
<b>CYP Total</b>	<b>1,375</b>	<b>0</b>		<b>1,375</b>
<b>Community Services</b>				
Adult Social Care	1,982	4,000		5,982
Crime Reduction, Supporting People, and Enforcement	161	0		161
Culture & Community Services	185	0		185
<b>Community Total</b>	<b>2,328</b>	<b>4,000</b>		<b>6,328</b>
<b>Customer Services</b>				
Environment	852	823		1,675
Housing (non HRA)	696	1,175		1,871
Regeneration and Place	1,105	180		1,285
Planning	100			100
<b>Customer Services Total</b>	<b>2,753</b>	<b>2,178</b>		<b>4,931</b>
<b>Corporate Services</b>				
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
<b>Corporate Services Total</b>	<b>1,978</b>	<b>3,000</b>	<b>500</b>	<b>5,478</b>
<b>Grand Total</b>	<b>8,434</b>	<b>9,178</b>	<b>500</b>	<b>18,112</b>

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.

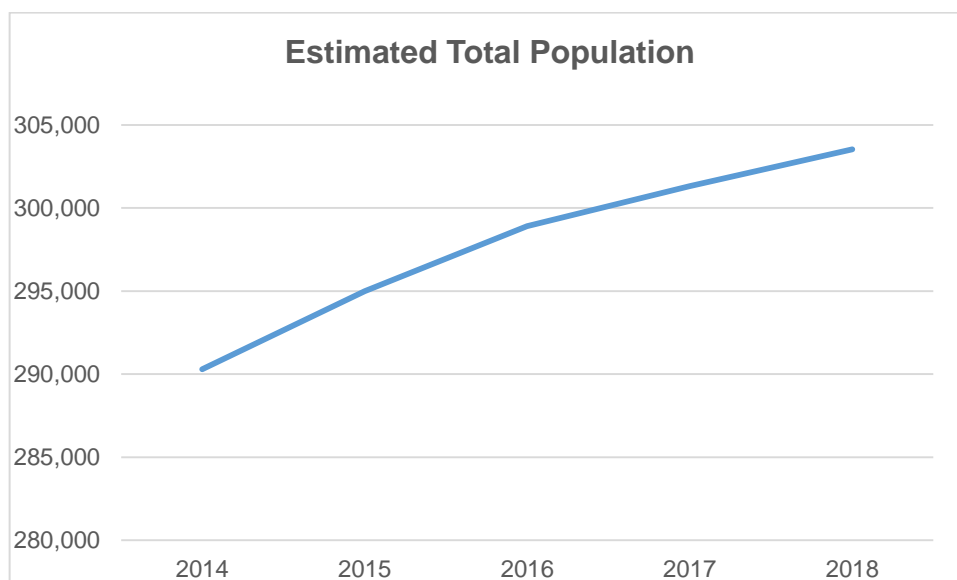
- 6.10. These longer dated cuts projections remain uncertain pending confirmation of any policy, funding, or wider economic changes, especially with the delay in the Fair Funding Review and the change of Government. These estimates will be revisited for any implications from the new Chancellor of the 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 MTF 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

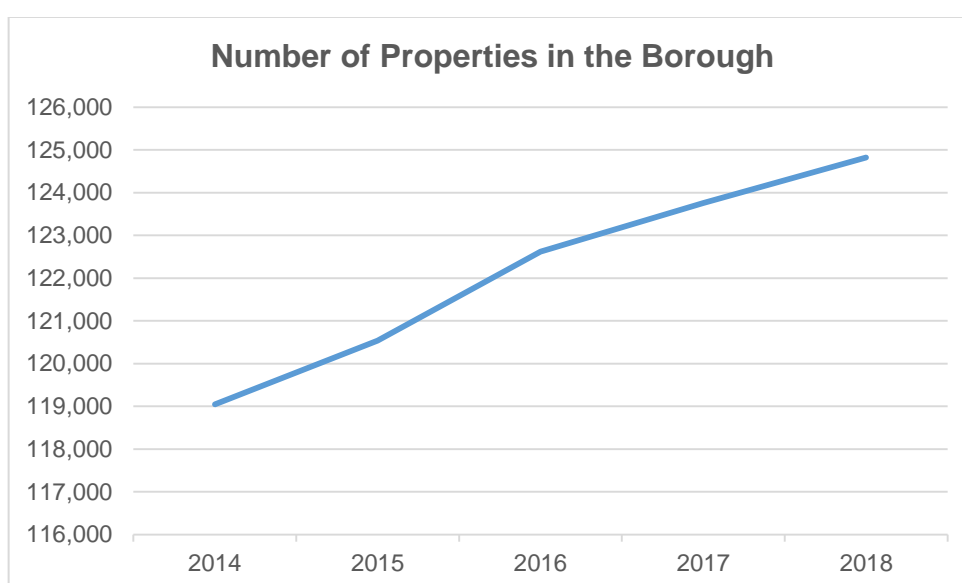
The increase in population over time has increased spend in certain areas such as waste disposal, and other environmental services. The change in Lewisham's demographics is one of the main drivers of Council spending. The graphs below show Lewisham's population and other demographic changes over the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

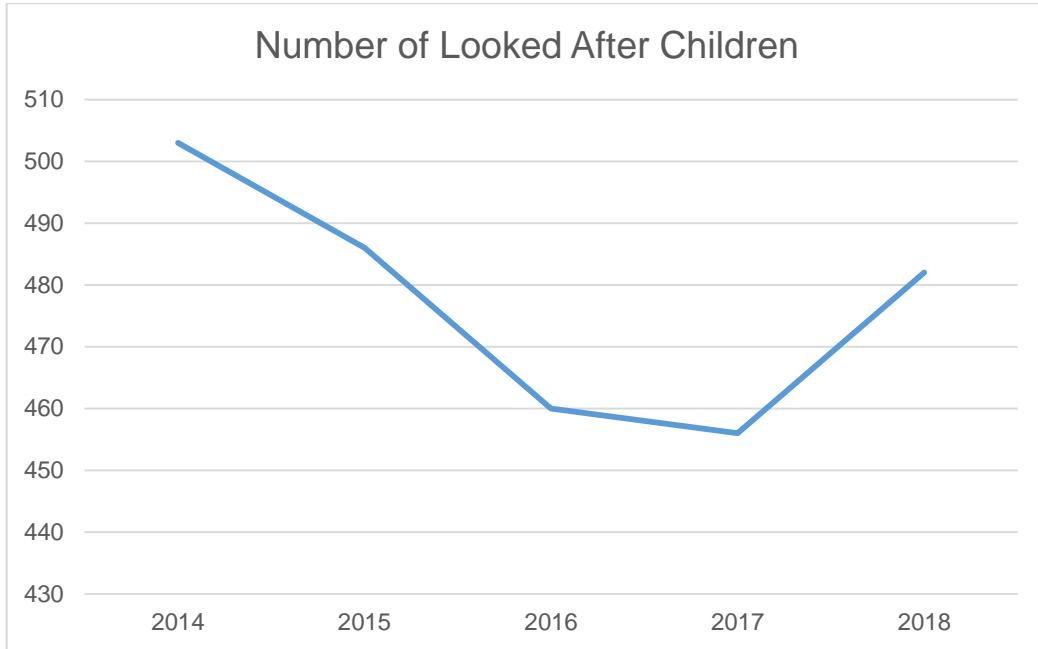
	2014	2015	2016	2017	2018
<b>0 - 5</b>	26,979	27,035	27,019	26,801	26,112
<b>6-18</b>	42,767	43,502	44,001	44,485	45,404
<b>19- 25</b>	28,022	27,617	27,150	26,819	26,436
<b>26 - 65</b>	166,934	171,018	174,669	176,861	178,948
<b>65+</b>	27,320	27,548	27,943	28,088	26,636
<b>Total</b>	<b>290,284</b>	<b>294,999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



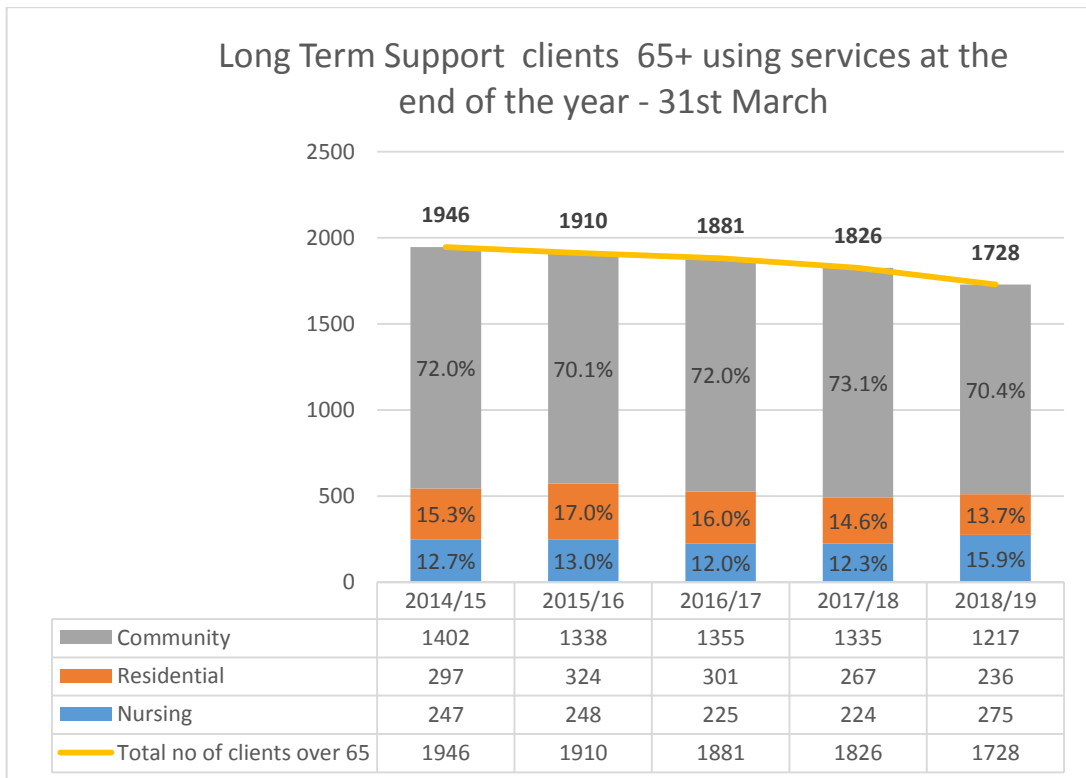
### Number of Properties in the Borough by Council Tax Band

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

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

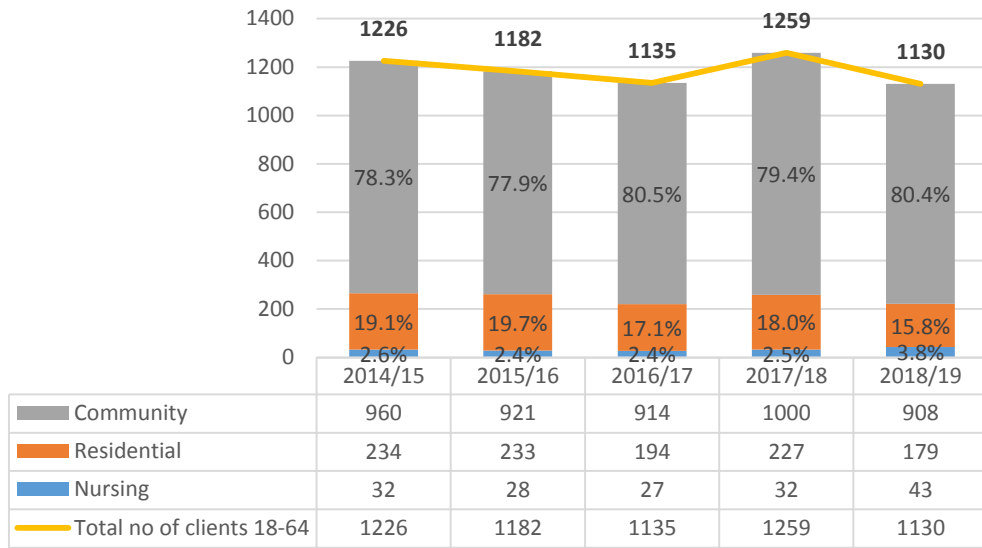


Source: Dept for Education

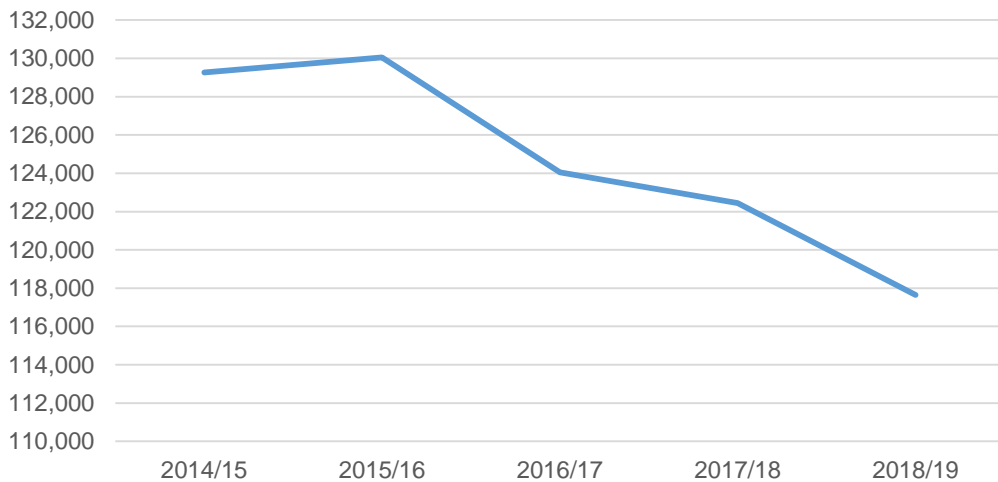




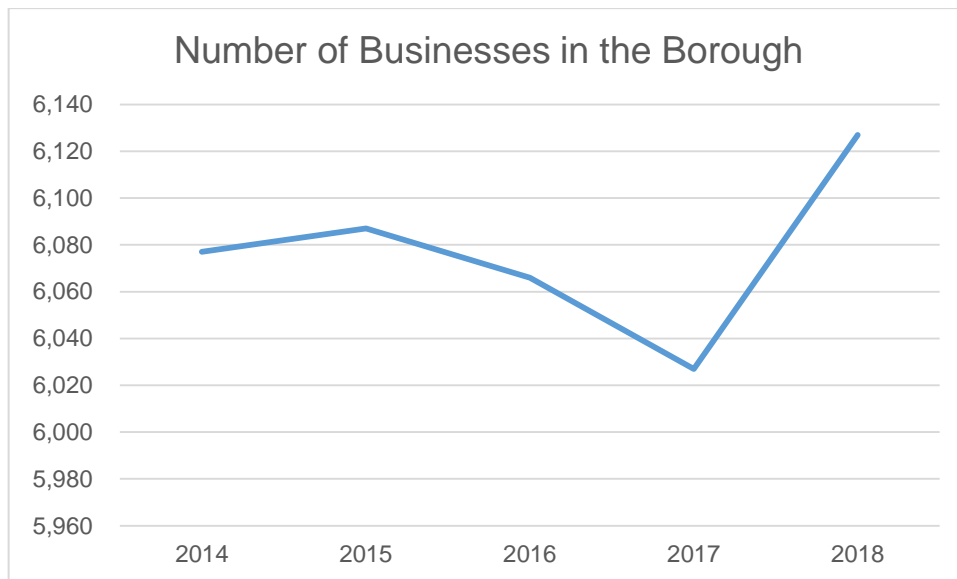
### Long Term Support - Adults 18-64 using services as at the end of the year - 31st March



### 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
<b>Adult Social Care</b> 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. <b>Net Budget</b> £53.588m <b>Proposed Cuts</b> £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
	<b>Community Services Total</b>		<b>4,000</b>

## 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
<b>Environment</b>			
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.			
<b>Net Budget</b> £19.8m			
<b>Proposed Cuts</b> £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
		<b>Subtotal</b>	<b>823</b>
<b>Strategic Housing</b>			
The service area includes the following - Housing Needs (including Housing Options and Home Search), Housing Partnership & Development and Private Sector Housing.			
<b>Net Budget</b> 5.545m			

Division	Ref	Proposals	2020/21
			£'000
<b>Proposed Cuts £1.175m</b>			
	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
		<b>Subtotal</b>	<b>1,175</b>
<b>Regeneration and Place</b>			
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).			
<b>Net Budget £7.8m</b>			
<b>Proposed Cuts £0.18m</b>			
	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
		<b>Subtotal</b>	<b>180</b>
	<b>Housing, Regeneration &amp; Environment Total</b>		<b>2,178</b>

### **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	
<b>Public Services</b> 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. <b>Net Budget Revenues and Benefits</b> £1.436m <b>Proposed Cuts</b> £0.5m <b>Net Budget Parking</b> £(5.81)m <b>Proposed Cuts</b> £0.5m				
CUS11a	Process automation in Revenues and Benefits			500
CUS14a	Parking service budget review		500	
		<b>Subtotal</b>	<b>500</b>	<b>500</b>
<b>Corporate Resources</b> 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	
		<b>Subtotal</b>	<b>1,000</b>	
<b>Technology &amp; Change</b> 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	
		<b>Subtotal</b>	<b>1,500</b>	
<b>Corporate Services Total</b>			<b>2,500</b>	<b>500</b>

## 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:

<b>2018/19 Capital Programme</b>	<b>Budget Report (February 2019)</b>	<b>Revised Budget</b>	<b>Spend to 31 May 2019</b>	<b>Spent to Date (Revised Budget)</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>%</b>
<b>GENERAL FUND</b>				
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%
<b>TOTAL GENERAL FUND</b>	<b>47.0</b>	<b>77.6</b>	<b>3.0</b>	<b>4%</b>
<b>HOUSING REVENUE ACCOUNT</b>				
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%
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>95.2</b>	<b>74.0</b>	<b>2.2</b>	<b>3%</b>

<b>TOTAL CAPITAL PROGRAMME</b>	<b>142.2</b>	<b>151.6</b>	<b>5.2</b>	<b>3%</b>

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              |

- 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 <a href="http://councilmeetings.lewisham.gov.uk/documents/g5477/Public%20reports%20pack%2026th-Jun-2019%2018.30%20Mayor%20and%20Cabinet.pdf?T=10">http://councilmeetings.lewisham.gov.uk/documents/g5477/Public%20reports%20pack%2026th-Jun-2019%2018.30%20Mayor%20and%20Cabinet.pdf?T=10</a>	June 2019	David Austin
Budget 2019/20 <a href="http://councilmeetings.lewisham.gov.uk/documents/g5131/Public%20reports%20pack%2027th-Feb-2019%2019.30%20Council.pdf?T=10">http://councilmeetings.lewisham.gov.uk/documents/g5131/Public%20reports%20pack%2027th-Feb-2019%2019.30%20Council.pdf?T=10</a>	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: <b>£1.0m</b>	Yes	No	No
b) COM2a Ensuring support plans optimise value for money: <b>£500k</b>	Yes	No	No
c) COM3a Increase revenue from charging Adult Social Care clients: <b>£500k</b>	Yes	No	No
d) COM18 funding inflationary increase from within the ASC Grant <b>£2.0m</b>	No	No	No

3. Description of service area and proposal
<p><b>Description of the service area (functions and activities) being reviewed:</b></p> <p><u>COM1a &amp; 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				

<b>5. Financial information</b>				
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
<b>Total</b>		<b>4,000</b>		<b>4,000</b>
<b>% of Net Budget</b>	<b>%</b>	<b>7.4%</b>	<b>%</b>	<b>%</b>
<b>Does proposal impact on:</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>	<b>Health</b>
<b>Yes / No</b>	<b>Y</b>	<b>N</b>	<b>N</b>	<b>N</b>
<b>If DSG, HRA, Health impact describe:</b>				

<b>6. Impact on Corporate priorities</b>		
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	

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

<b>8. Service equalities impact</b>			
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
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## 9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No	No
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## 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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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"> <li>- Restructure that will add capacity and enhance skill mix at the point of contact so that initial enquiries can be resolved.</li> <li>- Linking people with community solutions and Prevention</li> <li>- Better Support Planning and Monitoring</li> <li>- Consultation with Health Partners regarding the restructure has been undertaken.</li> </ul>
Reduce unit costs for LD in line with benchmarking reports	<p>£700</p> <p>£100</p>	<ul style="list-style-type: none"> <li>- Further work on implementing the recommendations from the ADASS/LGA "Use of Resources" Report</li> <li>- Review Day Service and Transport use including undertaking Consultation on proposed changes with current service users</li> <li>- Transforming Care (National agenda to reduce out of borough placements for LD)</li> <li>- Better management of resources and voids</li> </ul>

<b>Title</b>	<b>Amount ('000)</b>	<b>Proposed Delivery</b>
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.
<b>TOTAL</b>	<b>£2.246m</b>	

#### 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: <b>£1,000k</b>	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"> <li>1. Homelessness Services (no further cuts proposed)</li> <li>2. <b>No Recourse to Public Funds (NRtPF) - £1m</b></li> <li>3. Other (no further cuts proposed)</li> </ol> <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
<b>Total</b>		1,000		1,000
<b>% of Net Budget</b>		18%	%	18%
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		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
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 &amp; 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)



<b>11. Summary timetable</b>	
<b>August 2019</b>	Proposals submitted to Scrutiny committees leading to M&C
<b>September 2019</b>	Scrutiny meetings held with consultations ongoing
<b>October 2019</b>	Proposals to M&C, including Equality & HR assessments
<b>November to December 2019</b>	Consultations undertaken and full decision reports (where required) prepared
<b>January 2020</b>	Decision reports return to Scrutiny at the latest
<b>February 2020</b>	Final decisions at M&C with the Budget
<b>March 2020</b>	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: <b>£175k</b>	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"> <li>1. Homelessness Services (no further cuts proposed)</li> <li>2. <b>Private Rented Sector Agency (PHSA) - £175k</b></li> </ol> <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
<b>Total</b>		175		175
<b>% of Net Budget</b>	%	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"> <li>1. Open Lewisham</li> <li>2. Tackling the Housing Crisis</li> <li>3. Giving Children and young people the best start in life</li> <li>4. Building an inclusive local economy</li> <li>5. Delivering and defending: health, social care &amp; support</li> <li>6. Making Lewisham greener</li> <li>7. Building safer communities</li> <li>8. Good governance and operational effectiveness</li> </ol>
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**

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**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
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**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

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

<b>2. Decision Route</b>			
<b>Cuts proposed:</b>	<b>Key Decision</b>	<b>Public Consultation</b>	<b>Staff Consultation</b>
	<b>Yes / No</b>	<b>Yes / No</b>	<b>Yes / No</b>
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"> <li>Open Lewisham</li> <li>Tackling the Housing Crisis</li> <li>Giving Children and young people the best start in life</li> <li>Building an inclusive local economy</li> <li>Delivering and defending: health, social care &amp; support</li> <li>Making Lewisham greener</li> <li>Building safer communities</li> <li>Good governance and operational effectiveness</li> </ol>
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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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
<b>Description of the service area (functions and activities) being reviewed:</b>
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.
<b>Cuts proposal*</b>
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
<b>Outline impact to service users, partners, other Council services and staff:</b>
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.
<b>Outline risks associated with proposal and mitigating actions to be taken:</b>
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	<b>Corporate priorities</b> 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

<b>8. Service equalities impact</b>	
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

<b>9. Human Resources impact</b>					
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	

<b>10. Legal implications</b>	
State any specific legal implications relating to this proposal:	
None	

<b>11. Summary timetable</b>	
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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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
<b>Description of the service area (functions and activities) being reviewed:</b>
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.
<b>Cuts proposal*</b>
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
<b>Outline impact to service users, partners, other Council services and staff:</b>
There is no impact on service users, partners and staff.
<b>Outline risks associated with proposal and mitigating actions to be taken:</b>
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

<b>5. Financial information</b>				
% 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:				

<b>6. Impact on Corporate priorities</b>		
Main priority	Second priority	<b>Corporate priorities</b> 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	

<b>7. Ward impact</b>	
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?

<b>8. Service equalities impact</b>			
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

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

<b>10. Legal implications</b>	
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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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
<b>RES21:</b> Cuts generated through not allocating inflation uplift to contract costs: <b>£1,000k</b>	No	No	No
<b>RES22:</b> Cuts generated through the improved ICT provision, leading to operational efficiencies: <b>£1,500k</b>	No	No	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<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>
<b>Cuts proposal*</b>
<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"> <li>1. £1.0m of inflation growth to contract spending</li> <li>2. £1.5m of inflation as a return for the Council's investment in technology</li> </ol> <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				

<b>5. Financial information</b>				
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
<b>Total</b>		2,500		2,500
<b>% of Net Budget</b>		100%		100%
<b>Does proposal impact on: Yes / No</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>	<b>Health</b>
	Y	N	N	N
<b>If DSG, HRA, Health impact describe:</b>				

<b>6. Impact on Corporate priorities</b>		
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		

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

<b>8. Service equalities impact</b>			
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:	
<b>For any High impact service equality areas please explain why and what mitigations are proposed:</b>			
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**

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## Appendix 4



### **Making fair financial decisions Guidance for decision-makers**

3<sup>rd</sup> 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](http://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

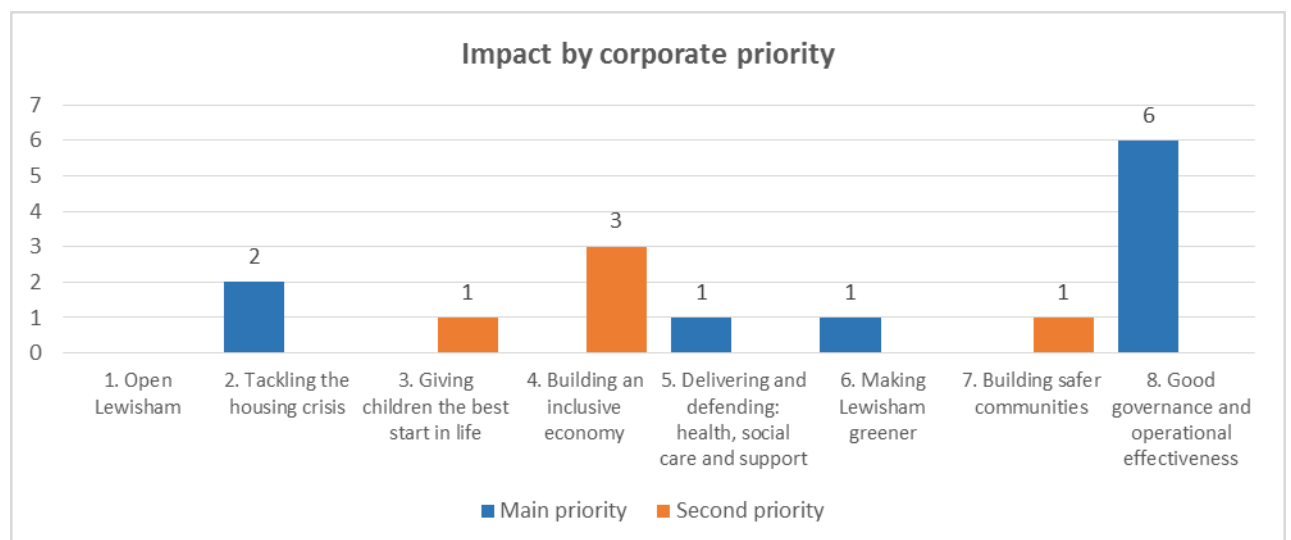
This paper provides an overall assessment of policy and equality impacts of 2020-21 budget savings proposals. In total, ten savings proposals have been considered for this paper. A summary of key points are set out under the headings below.

#### 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.

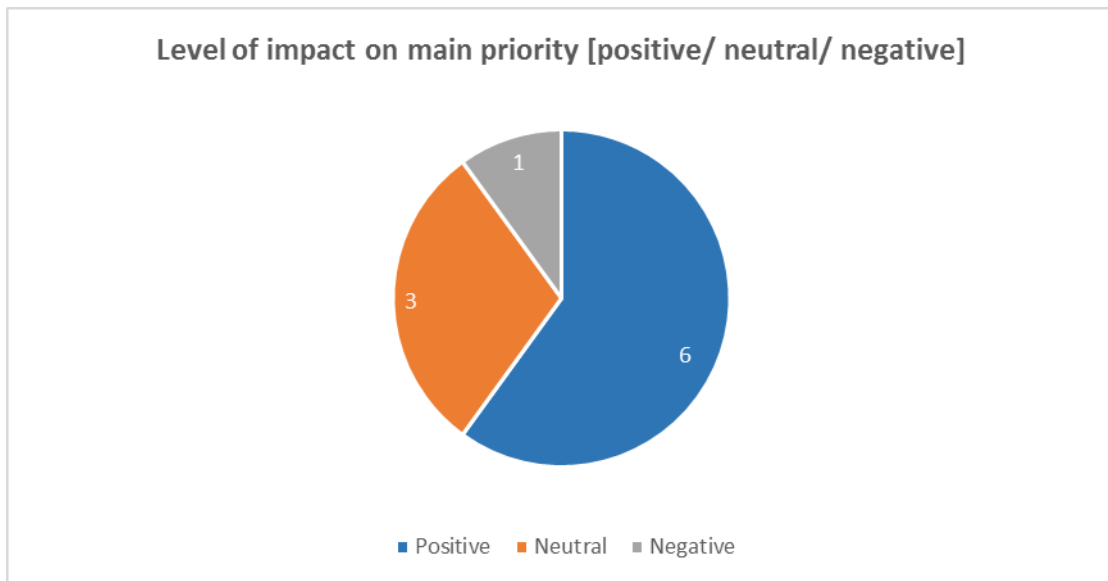
'Open Lewisham' is the only corporate priority against which no savings proposals have been assigned.



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

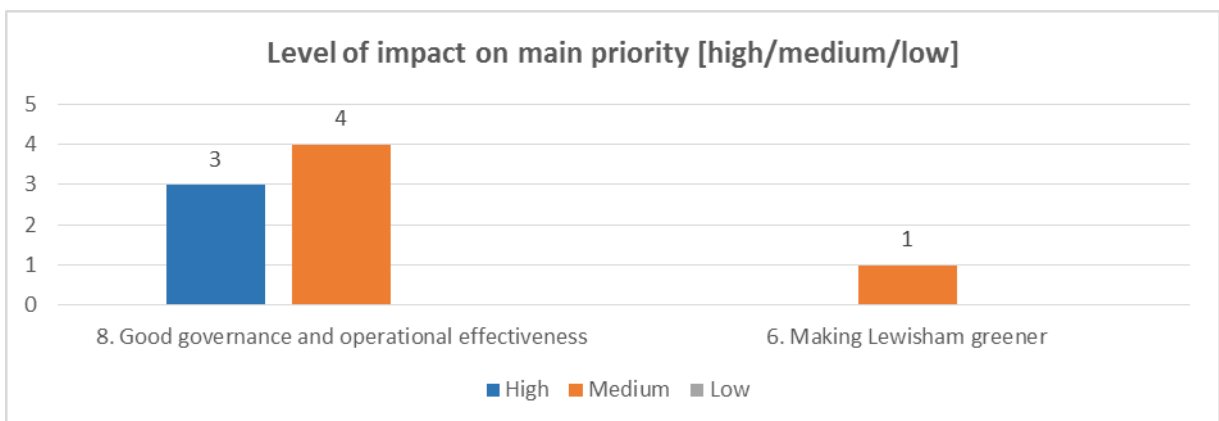
The chart below shows the impact that savings proposals will have on the main priorities, using the designation 'positive', 'neutral' or 'negative'. The chart shows that of the ten savings proposals considered as part of this analysis, it is judged that six are likely to have a 'positive' impact on the

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.



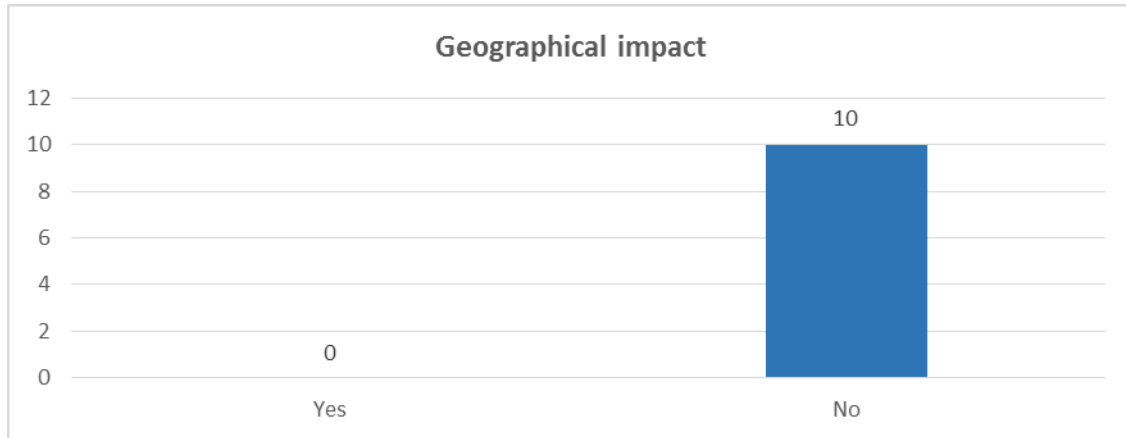
**Level of impact on main priority [high/ medium/ low]**

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

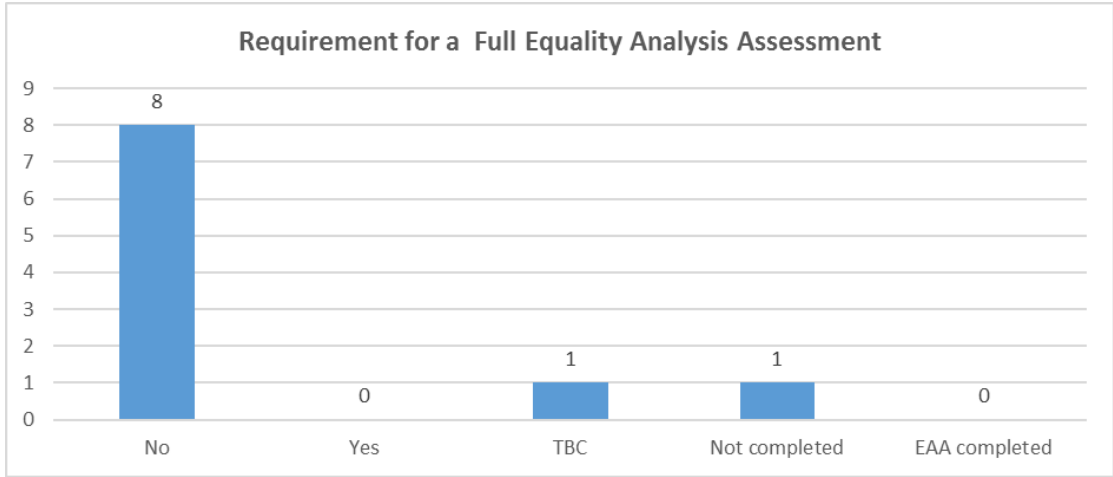
The table below sets out the impact of savings proposals on protected characteristics where these impacts are known. The table reveals that the greater number of savings proposals are not expected to having any impact on protected characteristics (N/A). However, of those that are expected to have a high 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.
<b>Community Services</b>										
<b>Adult Social Care</b>										
	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
			<b>Subtotal</b>	<b>4,000</b>		<b>4,000</b>				
<b>Community Services Total</b>				<b>4,000</b>		<b>4,000</b>				
<b>Housing, Regeneration &amp; Environmental Services</b>										
<b>Environment</b>										
	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 Reqd?		Full Report Reqd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
			<b>Subtotal</b>	<b>823</b>		<b>823</b>				
<b>Housing</b>										
	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
			<b>Subtotal</b>	<b>1,175</b>		<b>1,175</b>				
<b>Regeneration and Place</b>										
	RES19	CYP	School Patrol Crossing	80		80		Y	Y	Y
	RES20	PAC	Nursery Lettings	100		100	Y	N	N	N
			<b>Subtotal</b>	<b>180</b>		<b>180</b>				
<b>Housing, Regeneration &amp; Environmental Services</b>			<b>Total</b>	<b>2,178</b>		<b>2,178</b>				
<b>Corporate Services</b>										
<b>Public Services</b>										
	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
			<b>Subtotal</b>	<b>500</b>	<b>500</b>	<b>1,000</b>				
<b>Corporate Resources</b>										
	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
			<b>Subtotal</b>	<b>2,500</b>		<b>2,500</b>				
<b>Corporate Services</b>			<b>Total</b>	<b>3,000</b>	<b>500</b>	<b>3,500</b>				
<b>Council Total</b>				<b>9,178</b>	<b>500</b>	<b>9,678</b>				

## APPENDIX 8

### PREVIOUSLY APPROVED BUDGET CUTS 2020/21

Ref	Directorate/Description/Division	2020/21 Approved £'000
	<b>Children and Young People</b>	
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
	<b>Children Social Care – Sub Total</b>	<b>1,150</b>
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
	<b>Joint Commissioning and Targeted Support – Sub Total</b>	<b>225</b>
	<b>Children &amp; Young People Total</b>	<b>1,375</b>
	<b>Community Services</b>	
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
	<b>Adult Social Care – Sub Total</b>	<b>1,982</b>
COM10	Crime, Enforcement & Regulation reorganisation	161
	<b>Crime Reduction, Supporting People, and Enforcement – Sub Total</b>	<b>161</b>
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
	<b>Culture &amp; Community Services – Sub Total</b>	<b>185</b>
	<b>Community Services Total</b>	<b>2,328</b>
	<b>Housing, Environment &amp; Regeneration</b>	
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
	<b>Environment – Sub Total</b>	<b>852</b>
CUS09	Cost reductions in homelessness provision – income generation and net budget reductions	696
	<b>Housing – Sub Total</b>	<b>696</b>
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
	<b>Regeneration and Place – Sub Total</b>	<b>1,155</b>
RES18	Electric Vehicle charging points	50
	<b>Planning – Sub Total</b>	<b>50</b>
	<b>Housing, Environment &amp; Regeneration Total</b>	<b>2,753</b>
	<b>Corporate Services</b>	
RES01	Benefits Realisation of Oracle Cloud	350
	<b>Financial Services – Sub Total</b>	<b>350</b>
RES02	Legal fees increase	32
	<b>Legal Services (excl. elections) – Sub Total</b>	<b>32</b>
RES03	Executive Office – Administrative Support Staff Reduction	104
RES04	Policy, Service Design and Intelligence – Reduction on staffing	155
	<b>Policy &amp; Governance – Sub Total</b>	<b>259</b>
RES06	Increase income supporting the Funding Officer post and review the Economy and Partnerships Function	80
RES07	Reduce corporate apprenticeships salaries budget	55
	<b>Strategy - Total</b>	<b>135</b>
	<b>Corporate Resources – Sub Total</b>	<b>0</b>
RES10	Cease graduate programme	78
	<b>Human Resources – Sub Total</b>	<b>78</b>
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
	<b>Public Services – Sub Total</b>	<b>1,124</b>
	<b>Technology &amp; Change – Sub Total</b>	<b>0</b>
	<b>Corporate Services Total</b>	<b>1,978</b>
	<b>Grand Total</b>	<b>8,434</b>

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



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

## 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	%
<b>GENERAL FUND</b>				
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%
<b>TOTAL GENERAL FUND</b>	<b>47.0</b>	<b>77.6</b>	<b>3.0</b>	<b>4%</b>
<b>HOUSING REVENUE ACCOUNT</b>				
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%
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>95.2</b>	<b>74.0</b>	<b>2.2</b>	<b>3%</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>142.2</b>	<b>151.6</b>	<b>5.2</b>	<b>3%</b>

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.

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Children and Young People Select Committee			
<b>Title</b>	Lewisham Attendance and Exclusions	<b>Item No</b>	7
<b>Contributors</b>	Ruth Griffiths, Service Manager – Access Inclusion and Participation		
<b>Class</b>	Part 1	<b>Date</b>	17 September 2019

## 1. Purpose of report

- 1.1 As part of its work programme the Committee has requested a report on Lewisham’s attendance (absence, persistent absence and Children Missing Education) and exclusion performance indicators and outcomes. Officers produce this report annually as part of accountability and performance monitoring.
- 1.2 This report sets out the context, legal framework and position in relation to attendance (absence, persistent absence and Children Missing Education) and exclusions in Lewisham. It also provides an analysis of Lewisham performance indicators and the actions that the local authority and Lewisham education providers are taking to effect progress.

## 2. Recommendations

The Select Committee is asked to note the significant improvement in the work programme to support and safeguard our most vulnerable children and young people by:

- Improving levels of attendance of children and young people in Lewisham schools and attending Lewisham Alternative Provision.
- Reducing the number of fixed term and permanent exclusions from Lewisham secondary schools.
- Increasing in the number of children and young people who are reintegrated back in to Lewisham Schools.

The Department for Education (DfE) attendance (absence and persistence absence) for 2017/18 (released in March 2019) shows that Lewisham is performing better than national and London. The Lewisham absence and persistent absence rates have improved over the last few years and have achieved the target set in the Lewisham Children and Young People’s Plan 2015-2018.

Much improved are the permanent exclusion figures for Lewisham secondary schools. 2017/18 show improvements in permanent exclusions from Lewisham schools but these still not better than national and London averages. Provisional 2018/19 figures show Lewisham to have significantly reduced the number of permanent exclusions.

## 3. Policy Context

- 3.1 The roles and responsibilities of the team are underpinned by Lewisham’s Corporate Strategy 2018-22 which includes: *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. The legal framework for the attendance and exclusions (fixed and permanent)

### 4.1 What are the legal requirements on local authorities in relation to school attendance?

Details on the legislative requirements are set out in **Appendix 1** but they can be summarised as: The government expects schools and local authorities to:

- Promote good attendance and reduce absence, including persistent absence;
- ensure every pupil has access to full-time education to which they are entitled;
- act early to address patterns of absence;
- encourage parents to perform their legal duty by ensuring their children of compulsory school age who are registered at school attend regularly; and
- ensure all pupils to be punctual to their lessons.

### 4.2 What are the legal requirements on local authorities in relation to pupil exclusion?

Details on the legislative requirements are set out in **Appendix 2** but they can be summarised as:

- The legislation governs the exclusion of pupils from: maintained schools; Academy schools / Free Schools; Alternative Provision Academies / Free Schools; and pupil referral units in England.
- The legislation provides statutory guidance to head teachers; governing bodies; local authorities; Academy Trusts; independent review panel members; independent review panel clerks; and special educational needs experts must have regard when carrying out their functions in relation to exclusions.

## 5. Attendance

### 5.1 Absence and Persistent Absence - national context 2018/19

Pupil absence data for primary, secondary, special schools and Pupil Referral Units (PRUs) are collected termly via the Department for Education (DfE) School Census data collection return and published in a Statistical First Release (SFR). The latest Department for Education (DfE) Statistical First Release is March 2019 for whole academic year 2017/18.

### 5.2 Lewisham context – absence 2017/18

The total school absence (authorised and unauthorised) across all Lewisham schools improved to **4.3 per cent**. This was better than England at **4.8 per cent**, London and Inner London at **4.5 per cent**.

The total absence from **primary** schools (unauthorised and authorised) in Lewisham has remained at **3.9 per cent**. Total absence for primary was better than England (**4.2 per cent**), London and Inner London (**4.1 per cent**).

The total absence from secondary schools (authorised and unauthorised) in Lewisham has improved to **4.9 per cent**. Total absence is better than England (**5.5 per cent**), London and Inner London (**5 per cent**).

The overall absence in Lewisham special schools was **8.1 per cent**. This is better than England, Inner London and London (**10.2 per cent**).

### 5.3 Summary of absence (2017/18)

	Lewisham %	Inner London %	London %	England %
Total school absence (authorised and unauthorised)	4.3	4.5	4.5	4.8
Total absence from primary schools (unauthorised and authorised)	3.9	4.1	4.1	4.2
Total absence from secondary schools (authorised and unauthorised)	4.9	5	5	5.5
Total absence in special schools (authorised and unauthorised)	8.1	10.2	10.2	10.2

### 5.4 Lewisham context - persistent absence data 2017/18

The total persistent absence from **all schools** in Lewisham was **9.9 per cent**. This is better than Inner London (**10.4 per cent**), London (**10.2 per cent**) and England (**11.2 per cent**).

The **primary** persistent absence rate in Lewisham was **8.4 per cent**. This is better than Inner London (**8.9 per cent**), London (**8.5 per cent**) and England (**8.7 per cent**).

The **secondary** persistent absence rate in Lewisham was **11.4 per cent**. This is better than Inner London (**11.9 per cent**), London (**12 per cent**) and England (**13.9 per cent**).

The **special school** persistent absence rate in Lewisham was **28.8 per cent**. This is better than inner London (**32.2 per cent**), London (**31.5 per cent**) and **England (29.6 per cent)** for 2017/18.



## 5.5 Summary of persistent absence (2016/17)

	Lewisham %	Inner London %	London %	England %
Total school persistent absence (authorised and unauthorised)	9.9	10.4	10.2	11.2
Total persistent absence from primary schools (unauthorised and authorised)	8.4	8.9	8.5	8.7
Total persistent absence from secondary schools (authorised and unauthorised)	11.4	11.9	12	13.9
Total persistent absence in special schools (authorised and unauthorised)	28.8	32.2	31.5	29.6

5.6 The Abbey Manor College (Lewisham PRU) absence for 2017/18 has improved and is better than national. There is a dedicated Attendance Team supported by a local authority Attendance Officer to ensure effective interventions for tackling non-attendance.

PRU Absence %	2013/14	2014/15	2015/16	2016/17	2017/18
Lewisham	44.5	37.0	27.6	32.4	30.8
London	27.8	27.1	27.2	27.9	28.3
National	31.4	31.1	31.7	33.9	35.3

## 5.7 Lewisham's locally collected data 2018/19

- The Lewisham Attendance Service collects data half termly via the 'workbook' from those schools that trade with the service. Data provided relates to the last three academic years. Over this period Lewisham has seen an improvement in absence and a reduction of persistent absence.
- Lewisham Attendance Officers work alongside schools that have purchased a Service Level Agreement (SLA) and which submit half termly absence and persistent absence data. This is compared to the previous year's DfE verified data by the use of the 'workbook'; used to monitor data and take quick action to address attendance concerns.
- Schools that were Ofsted inspected, including those which absence rates were lower than the national average, reported 'good' as the 'workbook' showed evidence of satisfactory monitoring and follow up actions.
- Unverified data for the first five half-terms for the 2018/19 academic year shows:
  - a. Of the 42 primary schools 30 (71 per cent) have improved data in absence and persistent absence.
  - b. Three have improved in one area with three dropping slightly but were still well above the national averages.
  - c. Seven schools (16 per cent) dropped below national averages.
  - d. Of the nine secondary and all through schools seven (87 per cent) have improved, or stayed the same in absence and persistent absence.
  - e. Two schools performed below expected levels this year.
  - f. Four out of the five special schools are expected to have better than national averages next years as does Abbey Manor College (PRU).
- It is worth noting that the unverified data Lewisham collects is very close to the DfE verified data once it is released.

## 5.8 Lewisham's approach to regular school attendance

Whilst the legal process is used to enforce attendance, Lewisham is aware of the causal factors that may contribute to irregular school attendance. With safeguarding in mind, interventions are complemented with a holistic view of needs and resilience factors. The Lewisham Attendance Service regularly works in partnership with agencies including Children's Social Care, Children with Complex Needs Service, the Police and Youth Offending Service and Health professionals to ensure that children do not 'fall down the gaps'.

## **6. Service Delivery: Statutory and Traded**

In addition to statutory and traded work the Lewisham Attendance Service supports other areas of work including, cases referred from Children at Risk Panel (CAR), complaints, complex cases, Elective home education (EHE), exclusions, special educational needs and the Workbook (traded only).

### **6.1 Statutory local authority attendance, enforcement and safeguarding for all Lewisham local authority maintained schools and academies**

The Lewisham service has responsibility to deliver statutory duties on behalf of Lewisham local authority:

- Tracking and preventing Children Missing from Education (CME).
- Enforcing and licensing Child Employment and Performance.
- The administration of Penalty Notices.
- The investigation and implementation of statutory attendance enforcement.

### **6.2 Statutory Interventions in relation to non-attendance**

The Lewisham Attendance Service uses Lewisham's staged intervention model. The model allows for a holistic approach that balances enforcement with support. It also ensures that there is a comprehensive audit trail of interventions that may be used by the local authority in court for successful fines and prosecutions. The service has also introduced the "Workbook" designed to identify and target persistent absentees with interventions like school panel meetings and pre-court meetings.

### **6.3 Traded offer to local authority maintained schools and academies**

Lewisham's model of attendance intervention support to schools is replicated in this three stage single framework. This enables the local authority to provide a service to schools and academies to help support its most vulnerable children and improve overall attendance, achievement and attainment. In 2018/19 - 57 Lewisham schools and one Southwark secondary school purchased attendance support through a service level agreement from the Attendance Service.

When a school purchases the service a dedicated Attendance Officer is appointed to work with the school and will identify how the school can effectively address specific concerns. An action plan is agreed and reviewed annually to meet the needs of the school during the coming academic year.

### **6.4 Primary and Secondary Network Meetings for School Attendance Leads**

There is an established Schools Network Forum comprising primary, secondary and local authority attendance officers which meets half termly. The forum is designed to ensure consistent practice and to contribute to workforce development as well as offering networking opportunities. The forum has been well attended and enabled schools' attendance leads to discuss concerns and determine agenda items. During the 2018/19 academic year the Attendance Service presented or coordinated guidance in the following areas:

### **6.6 Sir William Boreman's Foundation**

The Sir William Boreman's Foundation provides funds from the proceeds of the 1684 Will of Sir William Boreman. The Drapers Company oversees these funds which acts to promote pupils' attendance and attainment specifically for those living in Lewisham and Greenwich:

- Legal processes.
- Continuing the data driven approach to recording and analysing absence and persistent absence.
- County lines and MET Police.
- New Children Missing Education issues (during the year).
- MASH and Safeguarding thresholds.
- No recourse to public funds.
- Secondary transition attendance information sharing.

Lewisham's Attendance Service is responsible for the administration, accounting and distribution of these charitable funds within the borough.

### 6.6.1 Application Process

Typically schools in Lewisham, local authority Attendance Officers or other local authority officers request funding to support a child's attendance at school. This may be to provide school uniform (including a pair of shoes or winter coat), the parent's short term travel costs where the family have been rehoused at a distance from the school's locality and/or are experiencing hardship. Other exceptional grants are decided on a case by case basis. Once approved, funds will be released either by:

- Reimbursement direct to schools who have provided uniform etc from their own supplies or funds where this is a barrier to their regular school attendance or,
- Cash card issued either to the school or to the Officer making the request or,
- Authorising payment direct to a local supplier.

Funds are not issued directly to parents/carers. During the 2018/19 academic year the fund assisted 41 families with either short term travel costs or uniform.

### 6.7 Register Audits (2018/19)

Following the success of the register audits in 2017-18 and the resources involved both from the local authority and at school level it has been decided that the Attendance Service will undertake register audits of those schools that do not trade with the Attendance Service during the second half-term of the 2019-20 academic year plus any school previously audited where there are concerns. All of the schools that trade with the Service will have their processes and practices observed when they are visited by their allocated Attendance Officer.

### 6.8 Child Employment and Child Performance (1<sup>st</sup> September 2018 to 31<sup>st</sup> August 2019)

In February 2016 the Child Employment and Child Performance aspect of the team's work was refined and reviewed to sharpen up the process and adhere to realistic timeframes. This work has been completed and is now implemented as standard practice and this has highlighted potential areas for development as well as a much clearer process.

One significant change to the work was to review the timescale for performance licence applications to promote the safeguarding element and authority responsibility. Although the regulations allows for "at least 21 days' notice" many agencies saw this as a paper exercise and gave significantly less notice and expected that licences would be processed sooner

The Service has commenced work to enable all applications to be made electronically thereby simplifying the administrative process, ensuring quicker turn-around times and to relieve pressure due to volumes of applications.

The table below shows the data in relation to this area of work during the 2018/19 academic year:

Total Performance Licence Applications Received	Total Performance Licences Processed	Total Performance Licence Declined	Chaperone Licence Renewals Processed	New Chaperone Applications Processed	DBS Applications Processed	Work Permits Processed
431	429	2	28	73	NA	11

The service offer is:

- Two working days a week dedicated solely for child employment and performance.
- At least 15 days working notice for all applications.
- Some flexibility for agencies who may not be aware of the turnaround period.
- On-line safeguarding training for new chaperones (levels 1-2) that eliminates delay when compared to the previous process where course dates could only be set once there are five applicants.
- Simplification of the work permit paperwork that rendered the previous process onerous.

There are some action as to how this important area of safeguarding work can be developed:

- Increasing chaperone renewal times from one to three years in order to further manage volume.
- Revert to ID badge chaperone licences for all chaperone licences at a fee of £5 per licence.
- Training for agencies and production companies.

## 6.9 What happened to improve absence and persistent absence in Lewisham in 2018/19

- Termly Primary and Secondary Network Leads Meetings taking place - covering a variety of topics.
- Regular 'Children at Risk' meetings to offer a multi-agency approach to the most challenging cases. This meets weekly during term time
- The processes around Children Missing Education referrals continue to be streamlined which now provides for a quicker turn-around period – 402 cases were closed this year and the process were scrutinised by OFSTED who commented on the team's tenacity in monitoring cases.
- The workbook training has been completed and will be implemented in 63 schools in Lewisham from September 2019.
- Unverified data shows an improvement in absence and persistence absence data for the majority of schools using the workbook
- Over 450 pre-prosecution meetings have been held since September 2017 resulting in more than 410 cases that have shown a child's improved attendance following a monitoring period.
- 417 Penalty Notices for unauthorised holiday or low level unauthorised absence and 438 Court Warnings Notice have been issued.
- 56 cases were passed to legal for their consideration. Five cases went to court and the parent(s) were found guilty, several were withdrawn for a variety of reasons. 25 cases are still with legal awaiting an outcome or resolution.

## 6.10 Further actions planned for 2019/20 academic year

- Improve consistency and quality of performance management in relation to the collection and analysing of schools' half termly data.
- Ensure that all Attendance Officers deliver a high quality service to all schools every visit
- Implement workflows designed on Synergy's PSS which will eliminate potential delays in prosecutions.
- Look to secure SLAs with the remaining secondary schools.
- Improve service delivery and increase customer satisfaction with buy in schools through customer satisfaction survey including headteachers and schools attendance officers
- Strengthen relationships with strategic partners including: local authority, schools Children's Social Care, Fair Access, Hospital Outreach Programme (HOP), alternative education providers; (AP), health, Legal Services; Youth Offending Service (YOS), the Police and other local authorities.

## 7. Children Missing Education (CME)

The Attendance Service is responsible for the local authority's statutory work in relation to CME. Meeting legislative guidance, the Service has systems to enable it to establish the identities of children of statutory school age in Lewisham, as far as it is possible to do so, who are not registered pupils at a school, and are not receiving "suitable education" otherwise than at a school. The Service has robust procedures and policies in place to enable the team to meet the duty in relation to these children:

- Has a named person to whom schools and other agencies can make referrals; and
- Undertakes regular reviews and evaluates the processes to ensure that these continue to be fit for purpose in identifying and dealing with CME in Lewisham.

### 7.1 Statutory Definition of a Child Missing Education

A Child Missing from Education is defined by the DfE as:

*"A child of compulsory school age who is not on a school roll, nor being educated otherwise (e.g. privately or in alternative provision) and who has been out of any educational provision for a substantial period of time (usually four weeks or more)".*

Children Missing Education statutory guidance for local authorities September 2016 states that: *"All children, regardless of their circumstances, are entitled to a full-time education which is suitable to their age, ability, aptitude and any special educational needs they may have."*

Children Missing Education are at significant risk of underachieving, being victims of abuse, and becoming NEET (not in education, employment or training) later on in life.

Under Section 436A of the Education Act 1996 (amended – Education and Inspections Act 2006) Lewisham implements systems to establish the identities of children of statutory school age in Lewisham, as far as it is possible to do so, who are not registered pupils at a school, and are not receiving “suitable education” otherwise than at school.

“*Suitable education*” means efficient full-time education suitable to the child’s age. Children Missing from Education should not be confused with:

- Children who are on roll at a school but are not attending regularly; in this case the individual’s school Attendance and Welfare Officer should be involved or a referral made to the Attendance Inclusion and Participation Service;
- Children who are Electively Home Educated (EHE); and
- Children whose parents have applied for a school place and the application is being managed through the Admission procedures.

## 7.2 Background and rationale

Lewisham is committed to ensure that the Children Missing Education protocol is regularly reviewed and updated to ensure that they continue to be fit for purpose in identifying and dealing with Children Missing Education in Lewisham.

Children Missing Education can be vulnerable and at greater risk of significant harm. The Children Act 2004 places a duty on all agencies to work together to promote the welfare of children and to share information appropriately in accordance with the Data Protection Act 1998.

Lewisham adopts the London Good Practice Guidance for Safeguarding Children Missing from School which states that principles should be adopted by all agencies, responsible for locating children who go missing from school. These principles include:

- The safety of the child is paramount;
- Parents are the custodians of the welfare and well-being of their children when they are not in school;
- The primary objective is for local and other agencies to work together to locate and return the child to a safe environment;
- Child protection procedures are triggered where there are any concerns that a child may be at risk of harm or suffering harm;
- Agency actions will link where appropriate with actions required under related protocols, such as the London Child Protection Procedures; and
- Services will be put in place to ensure that when a child is found s/he receives the necessary ongoing support to enable him/her to live in a stable, safe environment and attend school.

## 8. Analysis of data of Lewisham CME Referrals 2018/2019

The following analysis is taken from the whole academic year August 2018 to July 2019 and comparable data is also included from the previous academic year.

There have been a total of **437 cases** referrals and **402 closures** in 2018/19. This leaves **35 cases** remaining open, with several potential cold cases. In comparison there were **433** referrals from August 2017 to July 2018. These cases vary by year groups and ethnicity. The cases currently open are due to recent referrals and they are being actioned by the Attendance Service. Some of these cases have been referred by the Elective Home Education and Admissions Services and a few of these may result in legal action being taken to enforce school attendance as the parents/carer have not engaged with either team to provide sufficient evidence that suitable education is being provided.

Of the **402** cases that the Attendance Service has closed in 2018/19:

- **193** (48 per cent) were closed within one week.
- A further **117** (29 per cent) were closed between one week and one month.
- This is slightly down on last year when **81 per cent** of cases were closed within one month.

The remaining **92** cases closed within the academic year; with 83 (21 per cent) between one and three months. Finally the last **nine** cases (2 per cent) closed between three months and a year. This is better than last year when 4 per cent of cases took more than three months to close.

The aim for 2019/20 is to close all cases within three months.

#### 8.1 Referrals by ethnicity

The highest referral group is European, last year it was GBR, this change might be attributed to Brexit. The next highest is African, GBR and sub-continent Asian too. The unknown/not recorded referrals fell again, from 17 to nine per cent this year. The aim for next year will be to reduce this further. **See Appendix 3.**

#### 8.2 Referrals by gender

The 2018/19 male/female ratio is very similar to 2017/18 with males going from **55 to 54 per cent. 218 male to 184 female** (46 per cent). **See Appendix 3.**

#### 8.3 Referrals by month

The highest number of referrals were received between September and November, with **45 per cent** of all referrals coming in these three months (two per cent lower than last year), which is to be expected. However, there is still quite an even spread of referrals being submitted. With the exception of January 2019 when a spike occurred. The CME Officer will monitor this trend in 2019/20. **See Appendix 3.**

#### 8.4 Who is referring?

The highest referrer is Lewisham council, this includes Lewisham schools, Admissions and other Lewisham departments that are responsible for **61 per cent** of all referrals. Other local authorities, were the second highest referrer this year with **31 per cent. See Appendix 3.**

#### 8.5 Reasons for referral

The highest referral category is 'non-attendance' at **40 per cent**, this is slightly lower than last year. The next highest is pupils who have moved out of Lewisham, this is either abroad or to another local authority, this accounts for **43 per cent** of all referrals. The number of pupils moved into Lewisham is the same as last year as is the number of referrals due to non-payment of school fees. 'Other' reasons did include a private school closing down. **See Appendix 3.**

#### 8.6 Reasons for closure

The highest reasons for closure were that we were able to confirm that the child had moved out of Lewisham, be it to another country or a new local authority. This was via confirmation from border checks, other local authorities or schools abroad. **52 per cent** of cases fell into this category. This is a **21 per cent** drop from 2017/18. The next highest reason for closing are cases that were passed to Admissions and pupil who returned to school after a period of unexplained time away, both equal **16 per cent** of closed cases.

The Service is no longer able to close some cases where pupils who have moved abroad quickly. Previously, investigation through the National Border Force helped close such cases, but the request for information did not comply with new GDPR guidelines and the service is no longer available. This puts additional pressure on the CME Service who have to confirm via other methods that a child has actually moved abroad.

#### 8.7 Referrals by Year Group

Of the 402 cases referred in 2018/19 there is not a significant pattern expect that there is a sharp drop in referrals in Year 11. This could be attributed to the impending GCSE exams. The higher referrals in Y1 could be attributed to parents changing the allocated schools.

#### 8.8 Summary of findings

One of the most significant findings in 2018/19 is that over three-quarters of the closed cases are due to mobility and non-attendance. With 217 cases being closed as the pupil and family were found in another country, county or school. This is down from 290 mobility cases in 2017/18.

The CME Service has reduced the number of unknowns quite dramatically this year with only eight per cent of all referrals have 'not known' for ethnicity and six per cent 'not known' for the reason for referrals. This is due to a better referral sheet and more stringent monitoring and chasing up school colleagues.

In 2018/19 **41 per cent** of referrals are being classified as ‘non-attendance’ and this shows that there may still be a lack of communication between schools and families before a CME referral is made. More pre-referral work is still needed to ascertain if the pupils is actually CME and the Service has provided training to schools on this at Attendance Network meetings in 2018/19.

Comparing the numbers of referrals from 2017/18 to 2018/19 shows changes in all areas:

- Lewisham Admissions made 36 referrals compared to 26 respectively.
- Referrals from other boroughs have increased from 12 referrals to 128 respectively. This is due to better relationships with surrounding local authorities and the growing mobility of the population in London and around the UK.
- Referrals from Lewisham schools have decreased from 288 to 194 respectively. This could show that schools have a greater understanding of what CME is and are more able to resolve cases as non-attendance before they end up as CME.
- Other inter-agency referrals have reduced but this is due to them being able to make contact with CME officer who is able to answer questions quickly and effectively.
- The total number of referrals was almost identical year on year - 433 last and 437 respectively.

The service received a good OFSTED comment in the recently released Lewisham’s Inspection of children’s social care services: *Staff are tenacious in tracking and following through all reported cases of children missing education. They gather soft intelligence from key partners, and, as a result, they successfully resolve most cases and ensure that children are protected.*

## 8.9 **Priorities for 2019/20**

- Revision of the Children Missing Education and Off-Rolling Guidance for schools and revision of the CME procedures for schools to be presented at the joint Secondary and Primary Network Leads Meeting, at the network meetings and through the Schools Mailing in 2019/20.
- Provision of training to schools on referrals and relationships with families.
- Further work to refine casework timescales to work towards meeting a 50 per cent closure within one month and 100 per cent of cases being open for only three months.
- To continue cross borough working that has been established last year with neighbouring Boroughs to help close CME’s quicker when only “soft” intelligence is available.
- To try and establish a network of agencies that are able to check pupils who have moved abroad.

## 9. **What are exclusions?**

### 9.1 **The definitions**

There are two types of exclusion – fixed period (suspended) and permanent (expelled). Lewisham schools are responsible for providing high-quality education provision for all children on their roll. Where it is necessary to exclude a child or young person for a fixed period, schools should set and benchmark work for the first five school days.

A fixed period exclusion is where a child or young person is temporarily removed from school. If the exclusion is longer than five school days, the school is responsible for arranging full-time education from the sixth school day onwards. The child can only be removed for up to 45 school days in one academic year.

Schools also have the authority to direct pupils to off-site provisions for reasons of behaviour, or to provide alternative education to meet specific needs. The placement must be kept under evaluation and involve parents/carers and the pupils in the assessment of his/her educational needs.

## 10. **What are managed transfers?**

### 10.1 **The Lewisham definition**

In the best interests of the pupil and in order to avoid this permanent exclusion on a child’s record Lewisham local authority and Lewisham schools offer, at the point of exclusion, an alternative intervention option. At this stage the Headteacher refers the pupil to the Lewisham Fair Access Panel for a managed transfer to the Lewisham Pupil Referral Unit or other suitable Alternative Provision.

This referral meets requirements of the Government Statutory Guidance on permanent exclusions and a permanent exclusion letter is still issued to the pupil and the family. Most London boroughs deploy similar processes as part of an early intervention model.

#### 10.2 A **managed transfer** means that:

- The child and family's option of the managed transfer is considered by the Lewisham Fair Access Panel for its legality and to understand the needs of the pupil.
- The family has an alternative intervention that is in the best interests of their child and encourages a fresh start on reintegration to a mainstream school.
- The pupil does not have a permanent exclusion on their school record and the managed transfer will prevent the exclusion progressing through to the school's governing body.
- The pupil is transferred to the Pupil Referral Unit (PRU) or other appropriate Alternative Provision and will no longer be on the school roll.
- The pupil is admitted to the PRU or Alternative Provision for a range of assessments and is able to access a curriculum and other support appropriate to need.
- The pupil is monitored by the Pupil Referral Unit or Alternative Provision to consider 'school readiness or an Education, Health and Care Plan assessment.
- Reintegration into a mainstream or special school is considered if and when appropriate.

#### 11. **Exclusions and how does Lewisham compare?**

Pupil-level exclusion data for primary and secondary schools is collected once each term via the Department for Education (DfE) School Census data collection return and published in a Statistical First Release (SFR).

The **national** exclusion data outlined below is published in the DfE Statistical First Release (SFR) in July 2019 and gives the annual exclusion data for 2017/18.

National exclusion rates overall have nudged up fractionally, but are still pretty much at a rate of 0.1 exclusions per 100 pupils.

The permanent exclusion rate for secondary schools is up marginally, but rates are actually very slightly down for primary and special schools.

There are two things worth keeping in mind when looking at exclusion figures:

- Nationally the most common number of permanent exclusions for a secondary school to carry out in a given year is zero.
- These figures only capture formal exclusions. A focus on formal exclusions alone ignores *off-rolling*, or informal exclusion.

The recent exclusions review carried out by the former children's minister Edward Timpson was clear that off-rolling must cease. This might lead to an increase in recorded exclusion numbers in the short to medium term, but in many ways formal exclusions are preferable to informal exclusions, as they come with a legal right for a review of the decision to exclude.

*Neither informal exclusion nor off-rolling are exclusion and they should not be conflated with schools following the proper exclusion process. They are quite simply wrong...[T]ackling this rare but unacceptable practice could result in a rise in formal exclusion, as they would no longer be hidden from scrutiny and due process. Putting all formal exclusions that have gone through the proper processes above the table in this way should be seen as positive progress.*

*Timpson review of school exclusion, May 2019*

#### 11.1 **Primary exclusions 2017/18**

The permanent exclusion rate for Lewisham primary schools was **zero per cent** which was better than England at **0.03 per cent**, London at **0.01 per cent** and Inner London at **0.01 per cent**.

The fixed period exclusion rate for Lewisham primary schools was **1.19 percent** which is better than England at **1.40 per cent** but worse than London at **0.85 per cent** and Inner London at **0.94 per cent**.



State-funded primary schools (2017/18)						
	Number of permanent exclusions	Permanent exclusion rate %	Number of fixed period exclusions	Fixed period exclusion rate %	Number of pupil enrolments with one or more fixed period exclusion	One or more fixed period exclusion rate %
<b>ENGLAND</b>	<b>1,210</b>	<b>0.03</b>	<b>66,105</b>	<b>1.40</b>	<b>29,236</b>	<b>0.62</b>
<b>LONDON</b>	<b>69</b>	<b>0.01</b>	<b>6,368</b>	<b>0.85</b>	<b>3,275</b>	<b>0.44</b>
<b>INNER LONDON</b>	<b>31</b>	<b>0.01</b>	<b>2,415</b>	<b>0.94</b>	<b>1,274</b>	<b>0.50</b>
Lewisham	0	0.00	301	1.19	142	0.56
<b>STATISTICAL NEIGHBOURS</b>						
Hackney	3	0.01	209	1.02	111	0.54
Haringey	2	0.01	121	0.51	79	0.33
Islington	6	0.04	321	2.08	156	1.01
Lambeth	9	0.04	305	1.37	169	0.76
Southwark	2	0.01	370	1.47	201	0.80
Brent	1	0.00	239	0.86	124	0.45
Croydon	8	0.02	426	1.25	197	0.58
Enfield	4	0.01	406	1.20	210	0.62
Greenwich	0	0.00	293	1.10	134	0.50
Waltham Forest	3	0.01	229	0.88	120	0.46

## 11.2 Secondary exclusions 2017/18

The permanent exclusion rate for Lewisham secondary schools improve at **0.34 percent\*** (0.43 per cent in 2016/17) which was worse than England at **0.20 per cent**, London at **0.19 per cent**, Inner London **0.21 per cent** and our statistical neighbours (see below).

However this does not reflect locally collected data for 2016/17 which calculated 43 permanent exclusions in Lewisham. The interrogation of this data has highlighted that seven Lewisham secondary schools that had incorrectly recorded managed transfers as permanent exclusions. Although not rectifiable for 2016/17 data but this has been picked up and training will be provided to all Lewisham secondary schools on 'coding'.

The fixed period exclusion rate for Lewisham secondary schools improved at **8.49 per cent** (9.71 per cent in 2016/17) which was better than England at **10.13 per cent** and Inner London at **9.31 per cent**.

State-funded secondary schools (2017/18)						
	Number of permanent exclusions	Permanent exclusion rate (1)	Number of fixed period exclusions	Fixed period exclusion rate (2)	Number of pupil enrolments with one or more fixed period exclusion	One or more fixed period exclusion rate (3)
<b>ENGLAND</b>	<b>6,612</b>	<b>0.20</b>	<b>330,085</b>	<b>10.13</b>	<b>153,479</b>	<b>4.71</b>
<b>LONDON</b>	<b>960</b>	<b>0.19</b>	<b>39,185</b>	<b>7.63</b>	<b>23,978</b>	<b>4.67</b>
<b>INNER LONDON</b>	<b>361</b>	<b>0.21</b>	<b>16,030</b>	<b>9.31</b>	<b>9,566</b>	<b>5.55</b>
Lewisham	*50	*0.34	1,239	8.49	813	5.57
<b>STATISTICAL NEIGHBOURS</b>						
Hackney	48	0.35	1,842	13.62	1,066	7.88
Haringey	24	0.17	1,536	11.07	966	6.96
Islington	20	0.23	1,420	16.46	720	8.34
Lambeth	38	0.25	1,387	9.30	748	5.01
Southwark	47	0.29	1,421	8.67	844	5.15
Brent	29	0.15	1,416	7.28	895	4.60

Croydon	29	0.13	1,740	7.84	1,126	5.07
Enfield	53	0.23	2,895	12.30	1,794	7.62
Greenwich	14	0.09	1,493	9.54	859	5.49
Waltham Forest	25	0.16	1,530	9.63	977	6.15

### 11.3 Fixed term exclusion (FTE) – Statistical First Release autumn term 2018

The total number of FTE sessions (am or pm of a day) for Lewisham Primary schools in the autumn term 2018 was **785**. The total number of FTE sessions for Lewisham secondary schools in the autumn term 2018 was **2980**. The schools with high levels of FTEs have been identified, offered challenge and support for the fixed term exclusion practice with a view to understand the detail behind the need for exclusions within that school.

### 12. Locally collected data on permanent exclusions (PEX) and managed transfers (MT) 2018/19

Lewisham council is promptly notified by schools regarding the permanent exclusions and quality assure the circumstances surrounding managed transfers of pupils in Lewisham schools and of Lewisham residents in out of borough schools.

As a result we are able to collect data for the academic year of 2018/19. In 2018/19 there were **19** permanent exclusions from Lewisham secondary schools, **55.8 per cent** less than 2017/18<sup>1</sup>. This brings Lewisham figures much more in line with England, London and Inner London averages. In 2018/19 there were **32** managed transfers from Lewisham secondary schools.

In addition there has been **13** permanent exclusions and **one** managed transfer from out of borough schools in 2018/19. However these figures will not be attributed to the Lewisham data in the 2018/19 Statistical First Release.

The table below shows the five year trend in permanent exclusions from Lewisham secondary schools.

School name	PEX & % of Cohort 2018/19	MT & % of Cohort 2018/19	PEX 2017/18	PEX 2016/17	PEX 2015/16	PEX 2014/15
<b>Addey &amp; Stanhope School</b>	1 / 565 = 0.18%	4 / 565 = 0.71%	3	5	5	3
<b>Bonus Pastor Catholic College</b>	0 / 822 = 0%	2 / 822 = 0.24%	1	6	6	9
<b>Conisborough College</b>	0 / 876 = 0%	0 / 876 = 0%	3	4	1	2
<b>Deptford Green School</b>	0 / 909 = 0%	4 / 909 = 0.44%	3	4	4	3
<b>Forest Hill School</b>	2 / 1031 = 0.19%	3 / 1031 = 0.29%	4	5	3	3
<b>Haberdashers' Aske's Hatcham College (Academy)</b>	0 / 1042 =	3 / 1042 =	1	6	10	3

<sup>1</sup> However this does not reflect locally collected data for 2017/18 which calculated 43 permanent exclusions in Lewisham. The interrogation of this data has highlighted that seven Lewisham secondary schools that had incorrectly recorded managed transfers as permanent exclusions. Although not rectifiable for 2017/18 data this has been picked up and training has been provided to all Lewisham secondary schools on 'coding'.

	0%	0.29%				
<b>Haberdashers' Aske's Knights Academy</b>	3 / 936 = 0.32%	2 / 936 = 0.21%	7	8	4	3
<b>Prendergast Ladywell School</b>	1 / 776 = 0.12%	2 / 776 = 0.26%	6	5	9	6
<b>Prendergast School</b>	0 / 615 = 0%	0 / 615 = 0%	0	2	0	1
<b>Prendergast Vale School</b>	0 / 562 = 0%	4 / 562 = 0.71%	2	1	2	4

<b>Sedgehill School</b>	1 / 756 = 0.13%	6 / 756 = 0.79%	5	5	18	14
<b>St Matthew Academy</b>	3 / 670 = 0.44%	0 / 670 = 0 %	3	6	12	4
<b>Sydenham School</b>	8 / 1154 = 0.69%	1 / 1154 = 0.09%	0	1	3	1
<b>Trinity Lewisham CE School</b>	0 / 572 = 0%	1 / 572 = 0.17%	5	3	1	6
<b>TOTAL</b>	<b>19</b>	<b>32</b>	<b>43</b>	<b>63</b>	<b>78</b>	<b>62</b>

\* With percentage of exclusions against school roll (spring census 2019)

See Appendix 4 for additional charts.

#### 12.1 Out of borough schools permanently excluding and managed transferring Lewisham residents (2018/19):

<b>London Borough of Bromley – 6 PEX</b>	Harris Girls Academy, Bromley, Kemnal Technology College, Harris Academy, Orpington, St Marys School, The Ravensbourne School
<b>London Borough of Croydon – 2 PEX</b>	Oasis Academy Arena, Harris Academy, South Norwood
<b>London Borough of Southwark – 3 PEX</b>	Harris Academy, Bermondsey, Harris Academy Girls, East Dulwich
<b>Royal Borough of Greenwich – 2 PEX</b>	Harris Academy, Greenwich, The John Roan

During 2018/19 out of borough exclusions decreased (24 in 2017/18) and most of the exclusions for out of borough pupils come from Bromley schools.

#### 12.2 Permanent exclusion and managed transfer reasons - Lewisham schools only

<b>Reason</b>	<b>2018/19 PEX</b>	<b>2018/19 MT</b>	<b>2017/18</b>	<b>2016/17</b>	<b>2015/16</b>
Drugs / alcohol	2	2	3	6	6
Offensive weapons / knives	9	5	11	13	23
Persistent disruptive behaviour	5	13	18	22	28
Verbal/ Physical assault on another pupil	1	10	3	15	21
Verbal / physical assault on an adult	2	2	3	2	0
Sexual misconduct	0	0	0	4	0
Racist abuse	0	0	0	1	0
Damage	0	0	1	1	0
Theft	0	0	1	0	0
Other	0	0	3	0	0
<b>Total</b>	<b>19</b>	<b>32</b>	<b>43</b>	<b>43</b>	<b>63</b>

See Appendix 4 for additional charts.

12.3 The main reason for permanent exclusion is **offensive weapons / knives**. However the majority of the permanent exclusions for this related to a one off group incident from one Lewisham secondary school. For managed transfer during 2018/19 the main reason is **verbal / physical assault on a pupil**.

**Offensive weapon/knife:** Permanent exclusions – **nine** and managed transfers - **five** in 2018/19 this is a continued decrease since 2015.

- Bringing a weapon into school, where it has not been described as a knife but as an object to cause damage if used as a weapon, i.e. hammer or BB or replica gun.
- Schools are referring to the Offensive Weapons Protocol and mitigating circumstances when considering the actions when a pupil brings a weapon into school.
- The data for those pupils permanently excluded and managed transfers for offensive weapons predominately are predominately year 7 (2) and then Year 8 (2), Year 9 (2), Year 10 (3) and Year 11 (4), varied in ethnicity and this year 10 were female.

12.4 Lewisham local authority and Lewisham schools launched the Offensive Weapons Protocol in September 2017 and which was reviewed by the Inclusion Board in September 2018. The aim of this protocol is to set clear guidelines that enable schools, police and other services in Lewisham to ensure that learners and staff are protected and the carrying of offensive weapons and violent behaviour is discouraged through:

- Early identification of potential problems.
- Early intervention.
- The support, agreement and collaborative approach of schools, police and other services.
- Proactive enforcement.

12.5 **Special Educational Needs (SEN):** No children with EHCPs were excluded from Lewisham schools. However of the 19 permanently excluded pupils excluded in 2018/19 from Lewisham, **two** of these pupils were receiving in school SEN support, **one** excluded for **persistent disruptive behaviour** and **one** for **offensive weapons / knives**. Of the 32 managed transfer pupils in 2018/19 from Lewisham, **three** of these pupils were receiving in school SEN support and all were excluded for persistent disruptive behaviour.

12.6 **Free school meals (FSM):** From the permanent exclusion this year of 6 / 19 or **31.5 per cent** and managed transfer 17 / 32 or **53.1 per cent** of those young people were in receipt of Free School Meals (FSM), the remainder were not entitled nor registered for FSM.

12.7 **Exclusion by Year group - Lewisham schools only**

Permanent exclusions for 2018 were across all year groups but with a spike in year 7. The Year 7 cohort were permanent excluded for persistent disruptive behaviour and assault as the main reasons.

Year group	PEX 2018/19	MT 2018/19	2017/18	2016/17	2015/16
Year 7	6	6	2	4	9
Year 8	2	8	2	14	20
Year 9	2	5	13	19	13
Year 10	4	8	13	19	21
Year 11	5	5	13	8	15
<b>Total</b>	<b>19</b>	<b>32</b>	<b>43</b>	<b>63</b>	<b>78</b>

See Appendix 4 for additional charts.

12.8 **Permanent exclusions by gender – Lewisham schools only**

More girls were permanently excluded in 2018/19 but as stated above most relate to a one off group incident at one Lewisham school. More males were managed transferred than girls in 2018/19. This supports the view that nationally boys are at a greater risk of being excluded than girls, as is nationally recognised.

Gender	2018/19 PEX	2018/19 MT	2017/18	2016/17	2015/16
Male	6	18	30	51	60
Female	13	14	13	12	18
<b>Total</b>	<b>19</b>	<b>32</b>	<b>43</b>	<b>63</b>	<b>78</b>

See Appendix 4 for additional charts.

#### 12.9 Permanent exclusions and managed transfers by ethnicity – Lewisham schools only

A large proportion of exclusions or managed transfers affect Black British, specifically Black Caribbean pupils. This unacceptable disproportionality is also seen in national statistics. The 2017/18 published data shows national exclusion rates for Black Caribbean boys at 0.44% of the cohort and girls at 0.12%, compared to 0.15% for all boys and 0.05% for all girls. Lewisham schools data broken down by ethnicity can be found in the tables below.

Ethnicity	2018/19 PEX	2018/19 MT	2017/18	2016/17	2015/16
Any other Black background	1	1	0	5	1
Any other Mixed background	1	1	1	2	4
Any other white background	0	0	1	4	3
Black African	1	1	3	6	12
Black British/Black Caribbean	11	13	18	27	30
Mixed White/Black African	1	1	1	2	3
Mixed White/Black Caribbean	0	3	5	1	4
Not Known	2	5	4	6	4
Refused	1	1	1	3	4
White British	1	6	9	7	13
<b>Total</b>	<b>19</b>	<b>32</b>	<b>43</b>	<b>63</b>	<b>86</b>

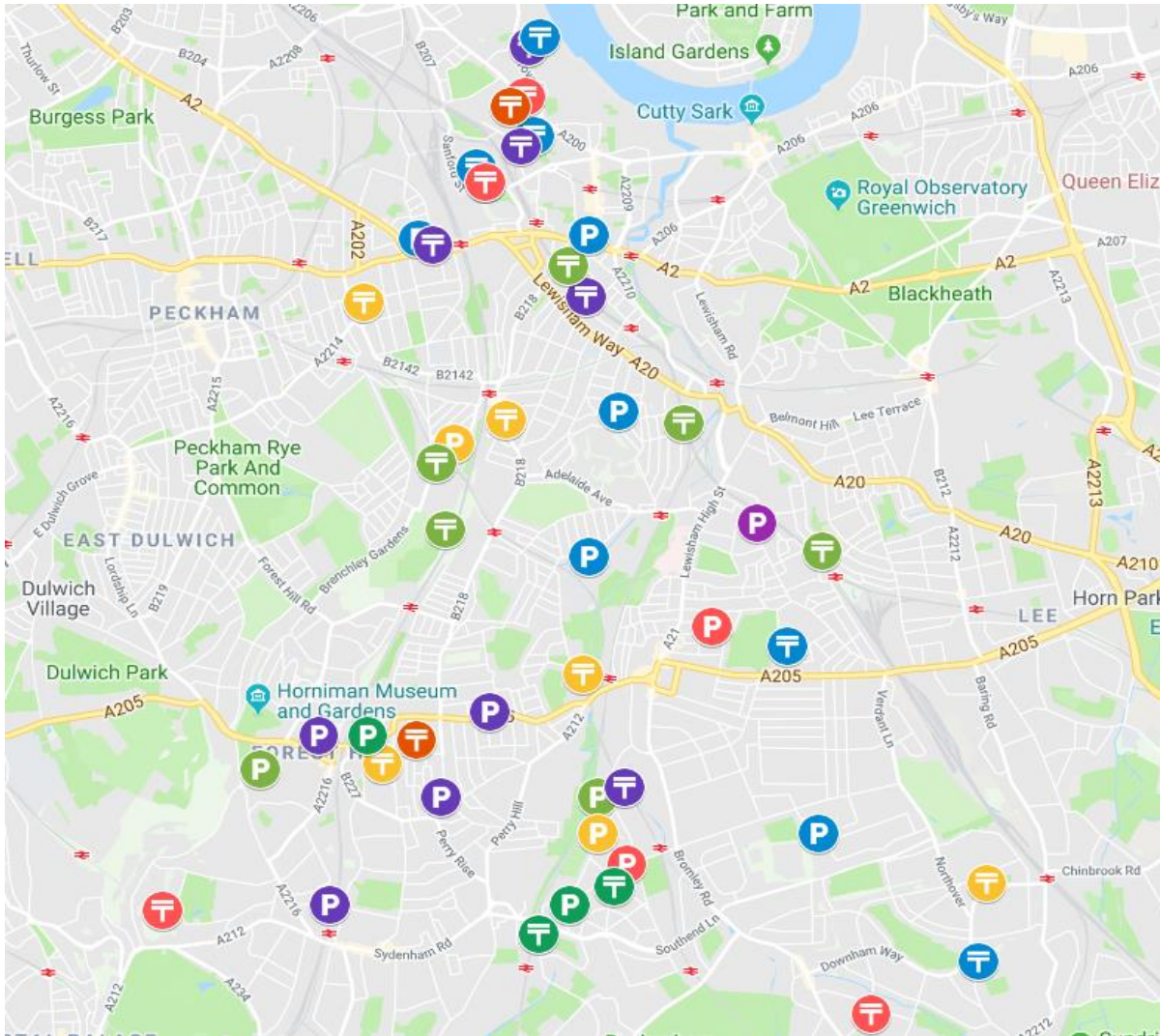
\*percentage of cohort against secondary school population



See Appendix 4 for additional charts.

## 12.10 Ethnic breakdown of the secondary school population

<b>Ethnicity</b>	<b>PEX 2018/19 cohort = 19 Number and % from each ethnic group</b>	<b>MT 2018/19 cohort = 32 Number and % from each ethnic group</b>	<b>Overall 2018/19 cohort = 11,286 Number and % from each ethnic group</b>
<b>Any other black background</b>	1 (5.26%)	1 (3.13%)	508 (4.50%)
<b>Any other Mixed background</b>	1 (5.26%)	1 (3.13%)	526 (4.66%)
<b>Any other white background</b>	0 (0%)	0 (0%)	1096 (9.71%)
<b>Black African</b>	1 (5.26%)	1 (3.13%)	2477 (21.94%)
<b>Black British / Black Caribbean</b>	11 (57.89%)	13 (40.63%)	1861 (16.48%)
<b>Mixed White/Black African</b>	1 (5.26%)	1 (3.13%)	242 (2.14%)
<b>Mixed White/Black Caribbean</b>	0 (0%)	3 (9.38%)	630 (5.58%)
<b>Not Known</b>	2 (10.53%)	5 (15.63%)	269 (2.38%)
<b>Refused</b>	1 (5.26%)	1 (3.13%)	285 (2.52%)
<b>White British</b>	1 (5.26%)	6 (18.75%)	3373 (29.88%)

12.11 Permanent exclusions and managed transfers Lewisham map – Lewisham schools only



	 Permanent exclusions	 Managed transfers
Year 7	Blue	
Year 8	Red	
Year 9	Yellow	
Year 10	Green	
Year 11	Purple	

13. Time to place

On average it takes around six school days to place permanently excluded pupils into alternative provision, this is calculated from the exclusion date to the start date at the provision. This is much quicker than in previous years. Pupils start sooner at Abbey Manor College if the parents are fully engaged and supportive in the process. Pupils have their interview and risk assessment carried out on the same day or over two days; with pupils starting the following school day. Abbey Manor provides uniform for pupils, this speeds up their start date as there is no additional uniform costs to parents.

Whilst there is an increase in parental engagement with the local authority and Abbey Manor College, a few parents will delay their child’s admission to Abbey Manor College in the hope they will be successful at the Governors Disciplinary Panel and have their child reinstated into school. These panels must be arranged within 15 school days of the date of the exclusion. Schools will aim



to hold these panels as quickly as possible after the exclusion, ensuring less disruption to pupils' education.

**13.1 Where permanently excluded pupils are placed (2018/19)**

**9 or 47.5 per cent** of permanently excluded pupils were referred to Abbey Manor College. **18 or 52.5 per cent** of pupils were referred to other provision including Kent PRU, TLG, Lewisham, The Tutorial Foundation, Bromley and home tuition.

**29 or 90.5 per cent** of pupils managed transferred from Lewisham schools were referred to Abbey Manor College. **3 or 9.5 per cent** of pupils were referred to other provision including the Ilderton Motors, The Tutorial Foundation, Bromley and StreetVibes, Greenwich.

The other pupils were referred to other Alternative Provision and the reasons include:

- The pupil has gang associations or bail restrictions (this is assessed in partnership with the police, Youth Offenders Service and the Violence Reduction Team).
- The pupil who live out of borough and is referred to their home local authority.

**14. Reintegration for pupils back into Lewisham schools at Key Stage 3 and 4 (2018/19)**

Historically pupils referred to the KS4 Pupil Referral Unit (PRU) rarely had the opportunity of reintegration. It may have been attributed to the pupil's association with other services, e.g Youth Offending Service (YOS). Also schools hold preconceptions about the pupil's ability to be reintegrated after their involvement with such services. From the Lewisham PRU:

- In 2014/15 there were 15 reintegrations in KS3 and zero in KS4.
- In 2015/16 there were 16 in KS3 and one in KS4.
- In 2016/17 there were 14 in KS3 and two in KS4.
- In 2017/18 there were 29 in KS3 and 10 in KS4.
- In 2018/19 there were 24 in KS3 and 11 in KS4

This is a vast improvement in the number of pupils being reintegrated back into Lewisham schools and Abbey Manor College has worked hard with the local authority and the Fair Access Panel to achieve this progress.

The Lewisham reintegration system offers a method which is a 'Readiness for reintegration scale, Boxall Profile and action planning' tool. This method gathers information from all involved professionals along with the parents' and pupil's view, and will eventually facilitate a populated interactive database and tracking system, thus enabling a more effective decision-making process. This approach is being delivered more effectively and through the Lewisham Fair Access Panel which has led to the improvement.

**See Appendix 4 for additional charts.**

**15. Conclusion and next steps to reducing exclusions**

15.1 Lowering exclusion figures in Lewisham continues to be the key priority, and whilst there have been many positive approaches over the past three years to reduce exclusions, the external factors that pupils face day to day and present in school will continue to be the challenges for Headteachers and staff that inevitably may lead to an exclusion. This will continue to be an ongoing challenge for all and will require adjustment and flexibility in the delivery of the Lewisham Education Strategy dealing with this issue going forth.

15.2 During 2018/19 there were 19 permanent exclusions withdrawn by Headteachers from Lewisham primary schools, secondary schools and some out of borough schools. The main reasons for the withdrawals are due to support provided by the Access, Inclusion and Participation team, intervention placements and managed moves for children at risk of permanent exclusion.

15.3 Again in 2018/19 we have seen a marked decrease, by **55.8 per cent** in one year, in the number of permanent exclusions from Lewisham schools. This can be attributed to the collaborative approach now embedded in Lewisham, the efforts of Lewisham Secondary schools to avoid last resort approaches, the work of the Fair Access Panel, the Inclusion Board and the Reducing Exclusions group. Also the decrease can be attributed to the introduction of the managed transfer protocol; which brings Lewisham figures overall to approximately the same as 2017/18.

- 15.4 A big focus for the year ahead will be tackling the recommendations from the CYP Select Committee review of exclusions. There also needs to be more attention on the early help and intervention models delivered across Lewisham and looking at best practice in other boroughs.
- 15.5 Lewisham Council and Lewisham Learning are working with schools and settings to develop strategy and initiatives to improve attainment and reduce exclusions for specific groups, focusing specifically on Black Caribbean pupils. In 2019/20 this will be incorporated into strategy to reduce disproportionality in exclusions.

**16. Action planning**

Work stream	Aim	Lead	By when	Progress
<b>Offensive Weapons Protocol</b>	Review the Protocol.	Lewisham Inclusion Board (LIB)	September 2020	Reviewed annually
<b>Reducing Exclusions Group (REG) to inform the Lewisham Inclusion Strategy through the Lewisham Inclusion Board (LIB)</b>	Terms of Reference (including membership).	Service Manager AIP	September 2018	Completed Jan 2019
	Plan of action – ongoing work to reduce exclusions – permanent and fixed term.	REG	Ongoing	Ongoing
	Best practice from Abbey Manor College and other LAs – for Lewisham Education Strategy.	REG	September 2019	Ongoing
	Continue to support the in year admissions and Fair Access Panel processes.	REG	Jan 2020	Ongoing
	Continue a programme to reduce the number of fixed term exclusions from Lewisham schools.  The schools with high levels of FTEs for autumn 2018 have been identified, offered challenge and support for the fixed term exclusion practice with a view to understand the detail behind the need for exclusions within that school.	REG, Manager AIP, Senior Ed Advisor	Ongoing	Ongoing
	Review to programme to increase the number of pupils who are reintegrated back in to Lewisham Schools.	Service Manager AIP HT AMC	Ongoing	Ongoing
	Parent Forum – consider parent feedback on reducing exclusions: - Parental contribution	Director of Education	July 2020	Ongoing
	Early intervention Programmes – programme of early help for children at risk of exclusion. Look at best practice in other boroughs.	REG, Lewisham Inclusion Board (LIB)	July 2020	Ongoing
	Work with CYP Select Committee on Exclusions Review	REG, Lewisham Inclusion Board (LIB)	May 2019	Ongoing
<b>Transition Strategy</b>	<p>Considering transition from primary to secondary school.</p> <p>Information has been shared with all schools in the weekly e- newsletter, at Headteacher and Governor briefings.</p> <p>Information sharing day held at Kaleidoscope The transition form was updated to include more information about the vulnerable pupils.</p> <p>For the transition process in 2019 an addition to the form has been made to include information about those pupils who received extra time in their SATS tests.</p> <p>Lewisham Inclusion Outreach has a list which is sent to schools with the names of children that may need support with the transitions in a transition group.</p>	Lewisham Education	July 2020	Ongoing

<b>Early Help Review</b>	How this can support the Inclusion Strategy with an enhanced support programme for children at risk of exclusion and families including for the pre-statutory and statutory provision.	Joint Commissioning REG	September 2019	Ongoing
<b>Deep dive on 2018/19 exclusions</b>	Year 9, 10 and 11 individual cases to establish patterns of behaviour – pupil journey, gangs, SEND.  Resource identified for deep dive into 2018/19 exclusions and managed transfers.	Service Manager AIP, REG	Dec 2019	Ongoing
<b>Out of borough exclusions</b>	Approaching out of borough schools where exclusions are a particular concern.	Service Manager AIP	Ongoing	Ongoing
<b>Lewisham Inclusion Outreach Service</b>	Continue with the review of Outreach Service: <ul style="list-style-type: none"> <li>▪ To ensure that, wherever possible and appropriate, pupils remain educated in a mainstream setting by supporting and promoting an inclusive education for every learner.</li> <li>▪ To provide direct in-reach/outreach support for pupils at Key Stage 3 and to ensure successful reintegration back into mainstream from the PRU or alternative provision.</li> <li>▪ Work across all mainstream educational settings including early years, primary and secondary schools, free schools and academies.</li> <li>▪ Devise modalities of intervention include providing quality individual, group and whole class intervention.</li> <li>▪ Early identification and pathways for treatment or intervention.</li> </ul>	Lewisham Outreach Board (LOB)	September 2019	Ongoing
<b>Alternative Provision</b>	Continue to improve the offer at Abbey Manor College.	HT AMC, Lewisham School Improvement	Ongoing	Ongoing
	Increase range of high quality alternative provision for pupils at risk of exclusion, both in school and within borough by working with existing Good and Outstanding Alternative Providers.	REG, LIB	Ongoing	Ongoing
	Development and implementation of Primary Phase Alternative Provision	REG, LOB, LIB	September 2019	Ongoing
	In-school provision: schools should ensure an appropriate alternative curriculum offer	REG	September 2020	Ongoing
	Review lessons from the best practice elements including a public health approach.	REG, LOB, LIB	September 2020	Ongoing

**17. Financial implications**

17.1 There are no direct financial implications arising from this report.

17.2 In 2018/19 the Attendance and Welfare budget (£366k) will be met from the Dedicated Schools Grant similar to in 2017/18.

17.3 In addition the Attendance and Welfare service offers non-statutory services to schools. The income for 2018/19 is expected to be £150K.

17.4 Currently the total gross budget for 2018/19 is £516k.

**18. Legal implications**

18.1 There are no specific legal implications arising as a result of this report. A summary of all relevant legislation is included at Appendix 1 and 2.

**19. Crime and Disorder Implications**

19.1 There are no crime and disorder implications.

**20. Environmental Implication**

20.1 There are no environmental implications.

**21. Equalities Implication**

21.1 The data in this report still shows disproportionality in terms of permanent exclusion of young people of Caribbean origin. This is a London and national picture. Elsewhere on this agenda is the report on addressing BAME underachievement at school and that work is targeted at adjusting our services and the way that schools operate to address the factors which lead to exclusion.

**For further information please contact Ruth Griffiths, Service Manager – Access, Inclusion and Participation on 020 8314 3499**

## 22. Appendices

### Appendix 1: Legislation in relation to school attendance

These requirements are contained in:

- The Education Act 1996 - sections 434(1)(3)(4)&(6) and 458(4)&(5)
- The Education (Pupil Registration) (England) Regulations 2006
- The Education (Pupil Registration) (England) (Amendment) Regulations 2010
- The Education (Pupil Registration) (England) (Amendment) Regulations 2011
- The Education (Pupil Registration) (England) (Amendment) Regulations 2013

**Education Act 1996 - Parental Duty (S.7):** *“The parent of every child of compulsory school age<sup>2</sup> shall cause him to receive efficient full-time education suitable to his age, ability and aptitude, and any special educational needs he may have, either by regular attendance at school or otherwise. If a child of compulsory school age who is a registered pupil at a school fails to attend regularly at the school, his parent is guilty of an offence. The term ‘parent’ includes those who have parental responsibility for, or care of, a child.”*

**Under Section 576 - Parents/Carers:** The term parent refers to either one/both parents or the child’s carer. **S.576** defines parent to include:

- All natural parents whether they are married or not.
- Any person who although not a natural parent has parental responsibility for a child or young person.
- Any person whom although not a natural parent ‘has care’ of a child or young person.

**Under section 444 - prosecution for irregular Attendance:** If a pupil fails to attend school regularly, the local authority can prosecute a parent unless the parent can prove that one of the statutory defences apply.

**Under sections 437- 443 - School Attendance Order:** The local authority must serve a School Attendance Order on the parent of a child who fails to prove the child is receiving suitable education where the local authority believes that the child should attend school. Failure to comply with a School Attendance Order is an offence unless the parent can prove that the child is receiving suitable education outside of school.

**Children Act 1989 - Education Supervision Order (Section 36):** An Education Supervision Order makes the local authority responsible for educating a child of compulsory school age. Local authorities may apply for an Education Supervision Order instead of, or as well as, prosecuting parents for poor attendance.

**Education (Pupil Registration) Regulations 2006:** These regulations govern the creation and administration of the admission and attendance registers. They contain details relating to:

- Putting pupils on the admission and attendance register on the expected/agreed date the pupil should start.
- The information that must be obtained and recorded about a pupil and their parents/carers.
- When schools should take the register and recording of absence/attendance.
- The criteria that permits a school to remove a registered pupil from their roll.
- The circumstances in which a school must notify the local authority of nonattendance or the removal of a pupil from roll.
- The preservation of registers.

**Under the Education and Inspections Act 2008 (Sections 103, 104 and 105):** Any parent of any pupil found in a public place whilst excluded from school in the first 5 days of any exclusion may be issued with a Penalty Notice or be prosecuted. The Lewisham Council Code of Conduct on the issuing of Penalty Notices sets out the arrangements for implementing this in Lewisham.

**Under the Anti-Social Behaviour Act 2003:** Section 19 relates to the making of Parenting Contracts for exclusion from school or poor attendance. Section 20 refers to the use of Parenting Orders in relation

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<sup>2</sup> Compulsory school age is defined as the start of the term commencing on or after a child’s fifth birthday, until the last Friday in June in the school year that they reach their sixteenth birthday.

to exclusion from school or poor attendance. Section 23 refers to the use of Penalty Notices for poor attendance (see Lewisham's Penalty Notice Code of Conduct (Attendance)).

**Under Children and Young Persons Act 1993:** This deals with child employment and child health and safety. Any employer of a child of compulsory school age must ensure that they have a work permit which legally entitles them to work. An employer may be prosecuted for employing children and young people illegally (see Lewisham's Child Employment details etc).

**Under the Children (Performance) Regulations 1968 and Child and Young Person's Act 1963:** The licensing for children employed in entertainment and the licensing of Chaperones. All children from birth until they cease to be of compulsory school age must be licensed to performance. The law states the hours children may work and when they may do this.

**Government Guidance:** The recently issued by the Department for Education (DfE) revised statutory guidance on School Attendance Departmental advice for maintained schools, academies, independent schools and local authorities. October 2014 gives education providers clear guidance about their responsibility in regards to school attendance. It says:

*"pupils need to attend school regularly to benefit from their education. Missing out on lessons leaves children vulnerable to falling behind. Children with poor attendance tend to achieve less in both primary and secondary school.*

*The government expects:*

- *Schools and local authorities to:*
- *Promote good attendance and reduce absence, including persistent absence;*
- *Ensure every pupil has access to full-time education to which they are entitled; and,*
- *act early to address patterns of absence.*
- *Parents to perform their legal duty by ensuring their children of compulsory school age who are registered at school attend regularly.*
- *All pupils to be punctual to their lessons"*

*"If a child of compulsory school age fails to attend regularly at a school at which they are registered or at a place where alternative provision is provided for them the parents may be guilty of an offence and can be prosecuted by the local authority. Only Local authorities can prosecute parents and they must fund all associated costs. Local authorities should consider the Attorney General's Guidelines for Crown Prosecutors in all prosecution cases.*

*Local authorities must conduct all investigations in accordance with the Police and Criminal Evidence (PACE) Act 1984....."*<sup>3</sup>

## **Appendix 2: Legislation in relation to exclusions (fixed and permanent)**

The principal legislation for exclusions is:

- The Education Act 2002, as amended by the Education Act 2011;
- The School Discipline (Pupil Exclusions and Reviews) (England) Regulations 2012;
- The Education and Inspections Act 2006; and
- The Education (Provision of Full-Time Education for Excluded Pupils) (England) Regulations 2007.

The decision to exclude a pupil must be lawful, reasonable and fair. Schools have a statutory duty not to discriminate against pupils on the basis of protected characteristics, such as disability or race. Schools should give particular consideration to the fair treatment of pupils from groups who are vulnerable to exclusion.

Only the headteacher of a school can exclude a pupil and this must be on disciplinary grounds. A pupil may be excluded for one or more fixed periods (up to a maximum of 45 school days in a single academic year), or permanently. A fixed period exclusion does not have to be for a continuous period. In exceptional cases, usually where further evidence has come to light, a fixed period exclusion may be extended or converted to a permanent exclusion.

Schools should have a strategy for reintegrating pupils that return to school following a fixed period exclusion, and for managing their future behaviour.

All children have a right to an education. Schools should take reasonable steps to set and mark work for

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<sup>3</sup> Advice on School Attendance, Department for Education, March 2013, p17

pupils during the first five school days of exclusion, and alternative provision must be arranged from the sixth day. There are obvious benefits in arranging alternative provision to begin as soon as possible after exclusion.

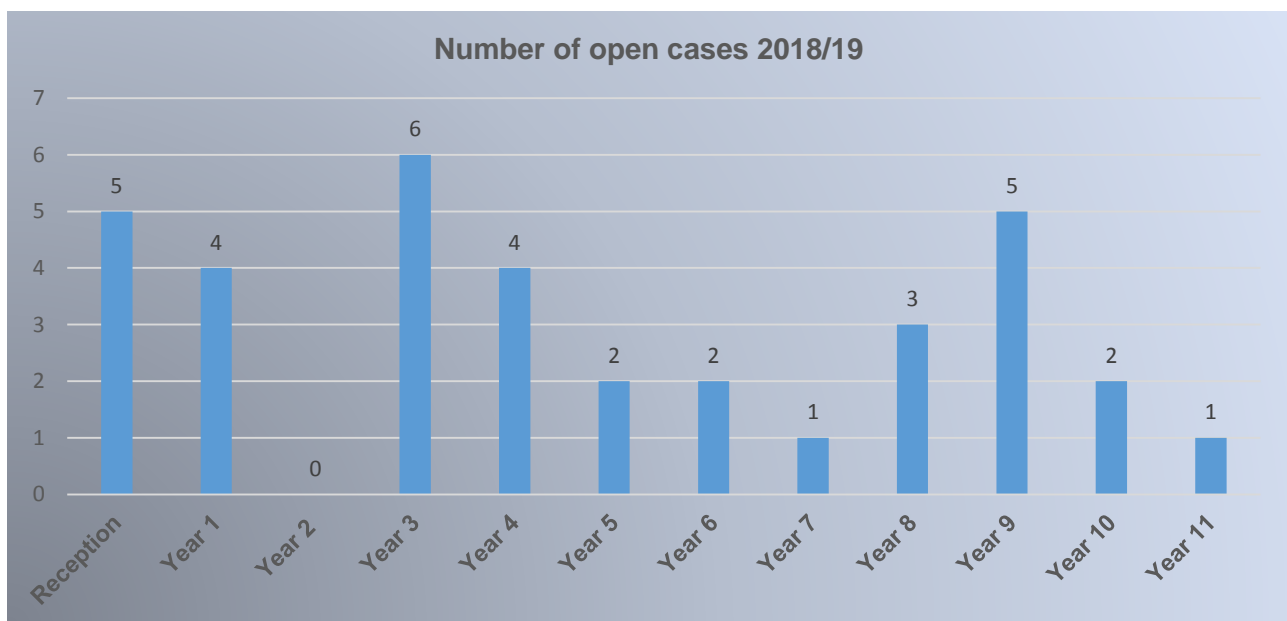
Where parents (or excluded pupil, if aged 18 or over) dispute the decision of a governing body not to reinstate a permanently excluded pupil, they can ask for this decision to be reviewed by an independent review panel. Where there is an allegation of discrimination (under the Equality Act 2010) in relation to a fixed-period or permanent exclusion, parents can also make a claim to the First-tier Tribunal (for disability discrimination) or a County Court (for other forms of discrimination).

An independent review panel does not have the power to direct a governing body to reinstate an excluded pupil. However, where a panel decides that a governing body's decision is flawed when considered in the light of the principles applicable on an application for judicial review, it can direct a governing body to reconsider its decision. If the governing body does not subsequently offer to reinstate a pupil, the panel will be expected to order that the school makes an additional payment of £4,000. This payment will go to the local authority towards the costs of providing alternative provision.

Whether or not a school recognises that a pupil has special educational needs (SEN), all parents (or pupils if aged 18 or over) have the right to request the presence of a SEN expert at an independent review panel. The SEN expert's role is to provide impartial advice to the panel about how SEN could be relevant to the exclusion; for example, whether the school acted reasonably in relation to its legal duties when excluding the pupil.

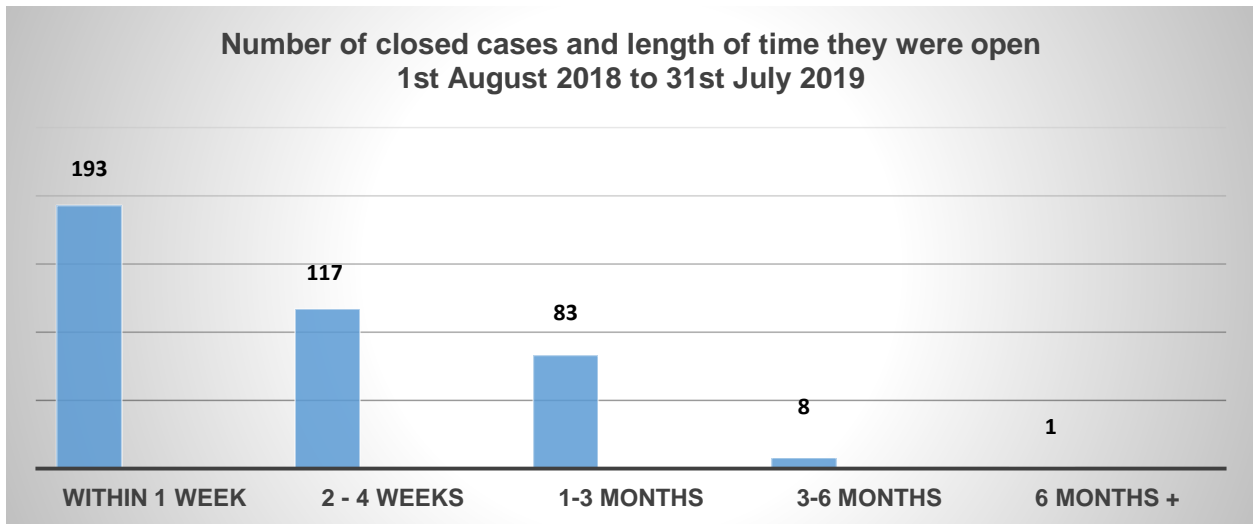
### Appendix 3: CME data 2018/19

3.a The tables shows the **open cases** and the **year groups** for 2018/19.

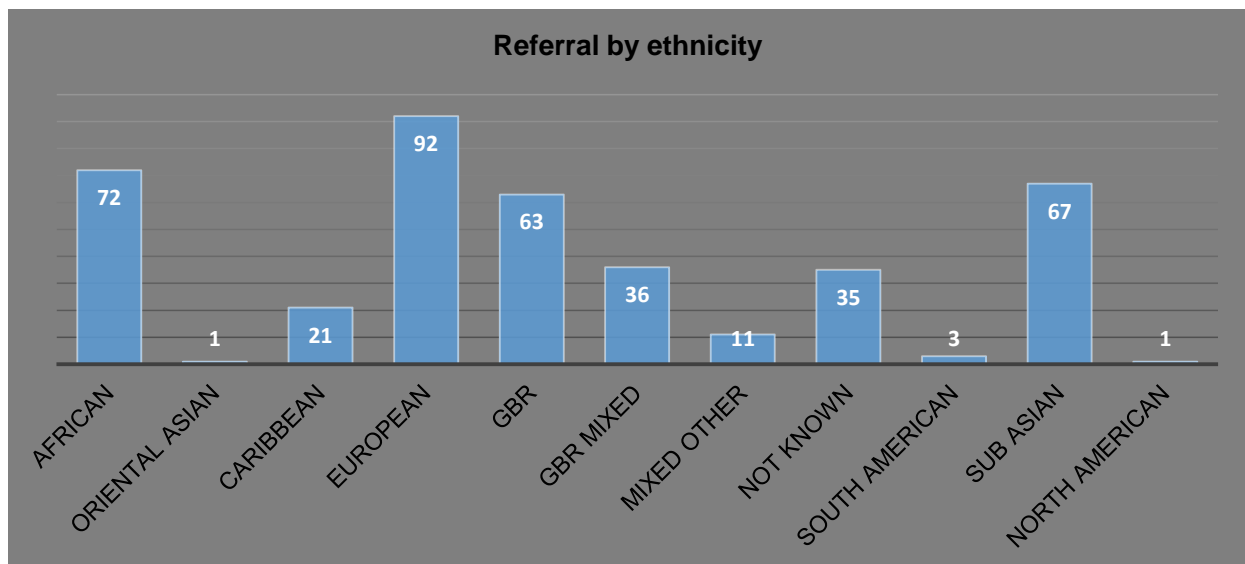




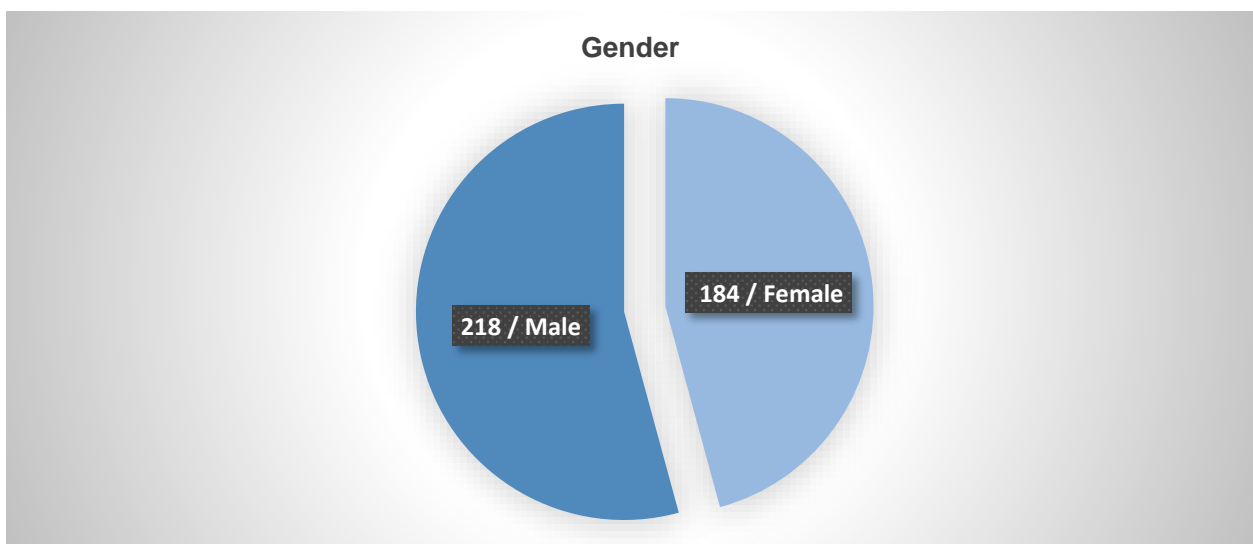
3.b. The table shows the length of time to close cases in 2018/19. The aim for 2019/20 is to close all cases within three months.



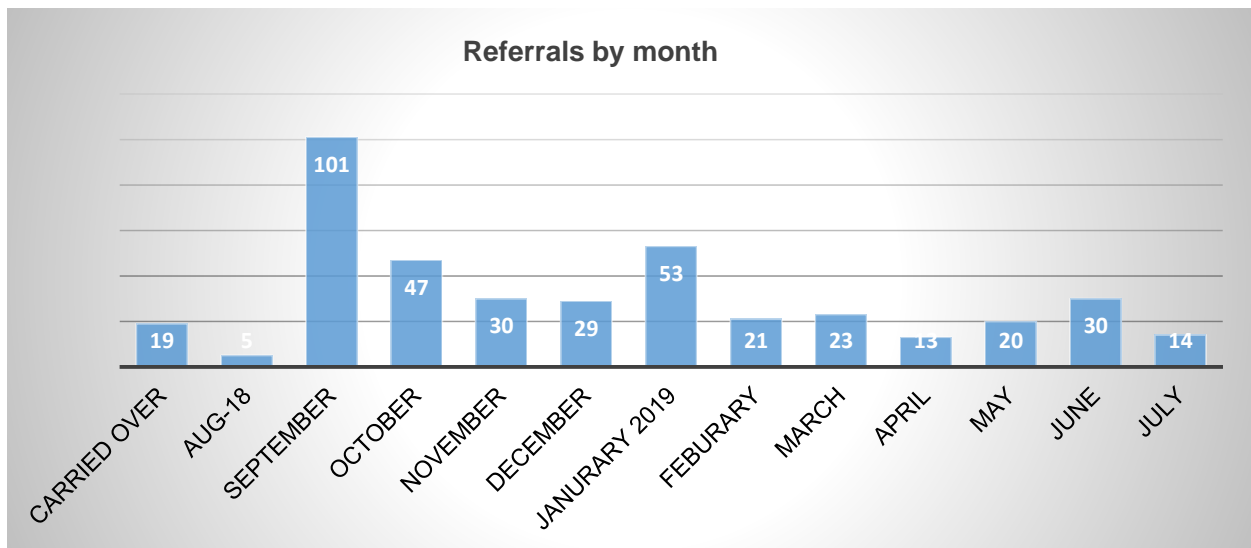
3.c. Referrals by ethnicity 2018/19



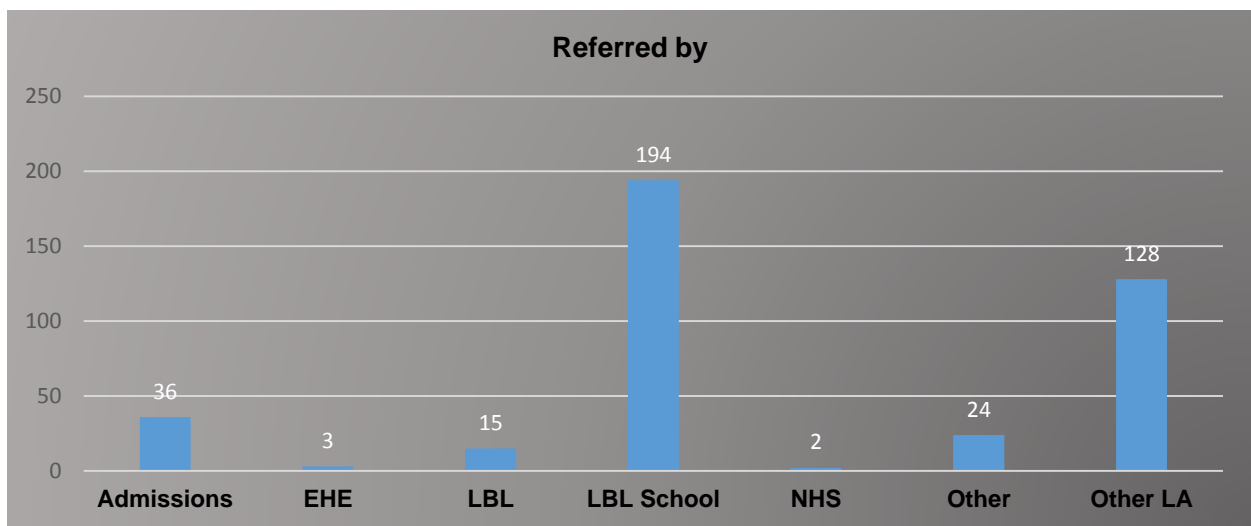
3.d. Referrals by gender 2018/19



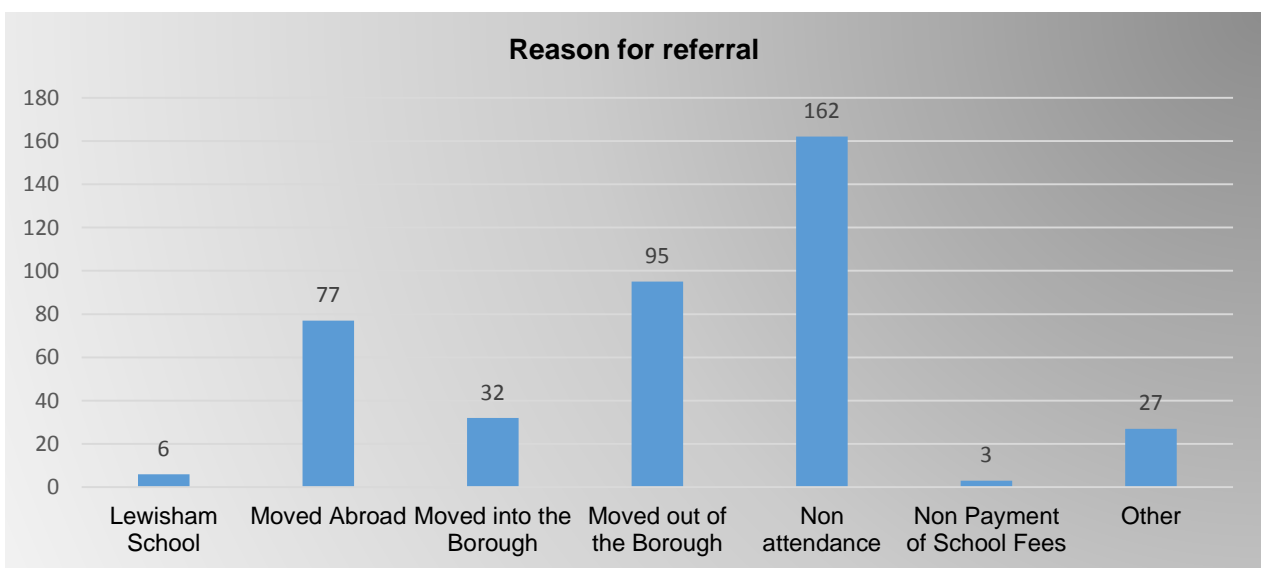
3.e. Referrals by month 2018/19



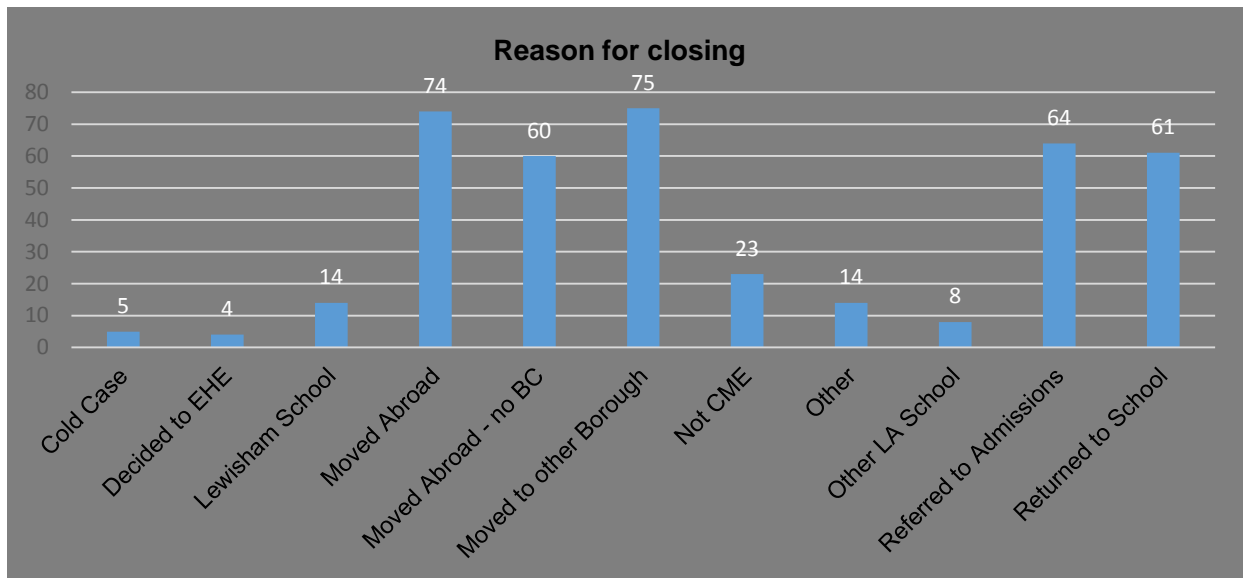
3.f. Who is referring 2018/19?



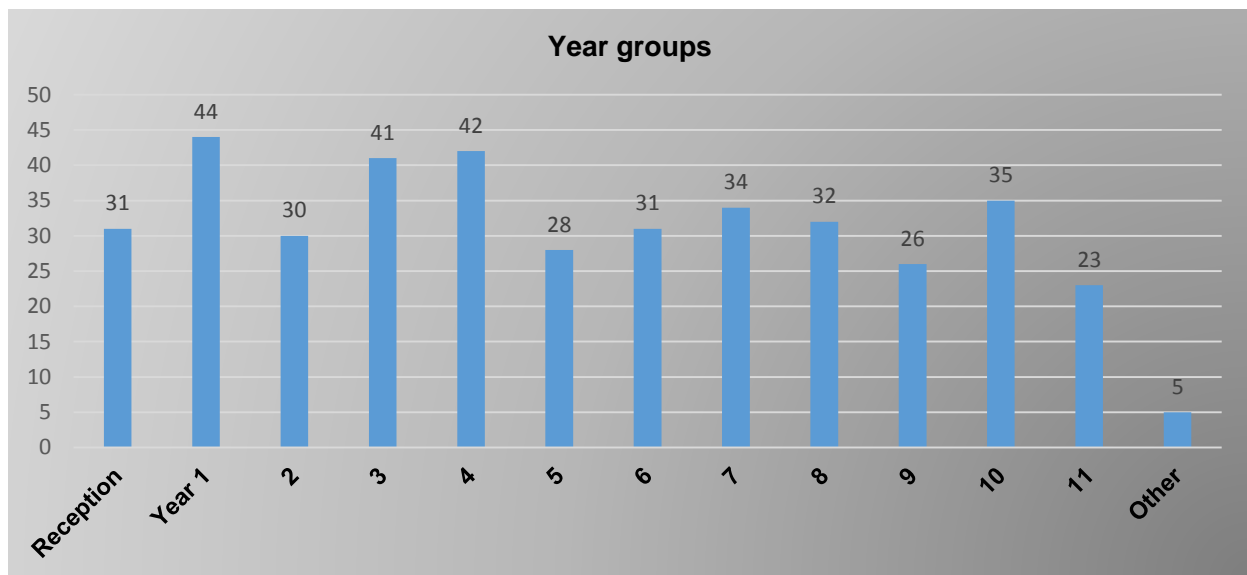
3.f. Reasons for referral



3.g. Reason for closure

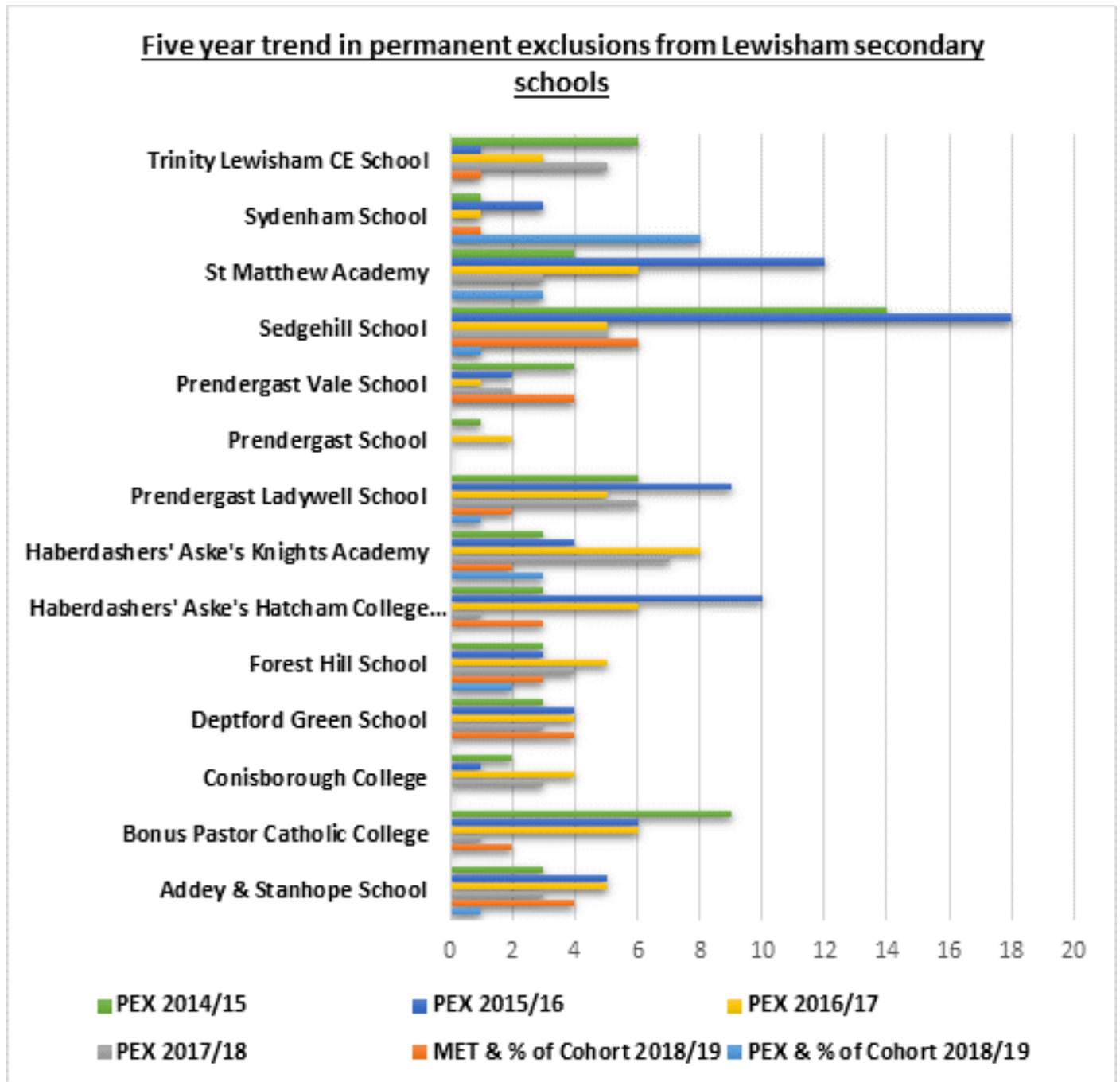


### 3.h. Referrals by Year Group



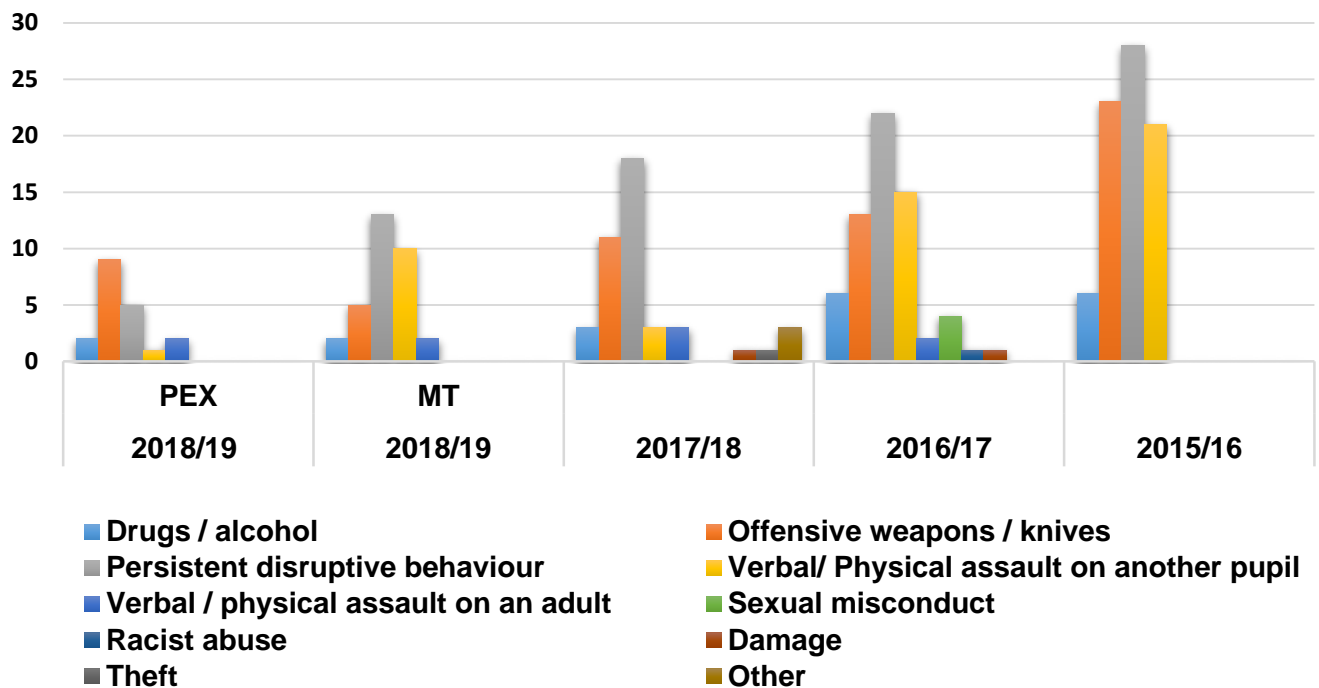
Appendix 4

4.a.



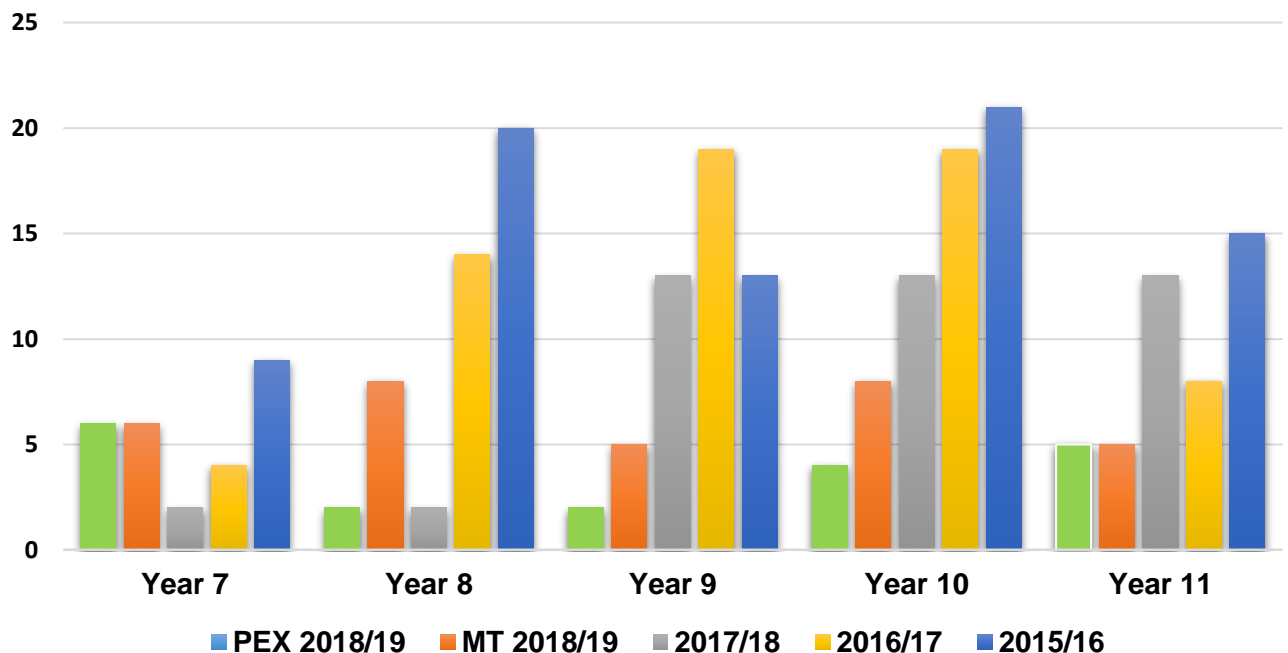
4.b.

**Permanent exclusion and managed transfer reasons - Lewisham schools only**



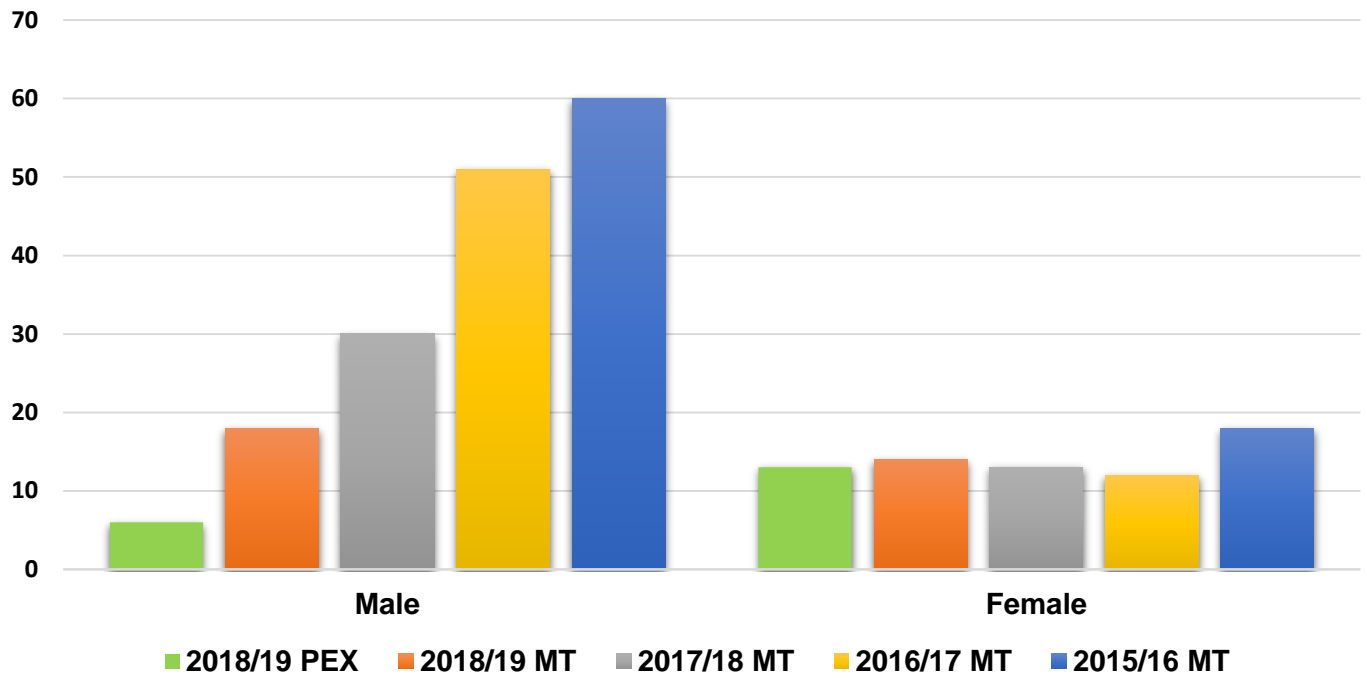
4.c

**Exclusion by Year group - Lewisham schools only**



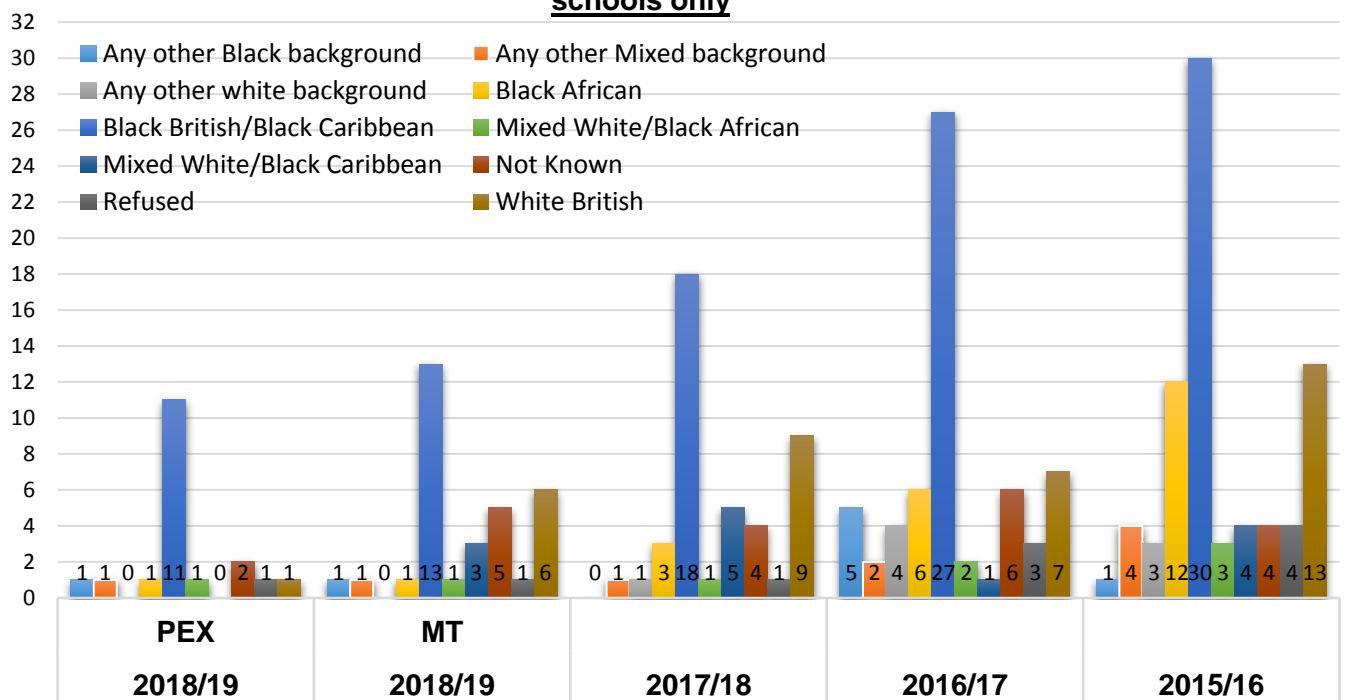
4.d.

**Permanent exclusions by gender – Lewisham schools only**

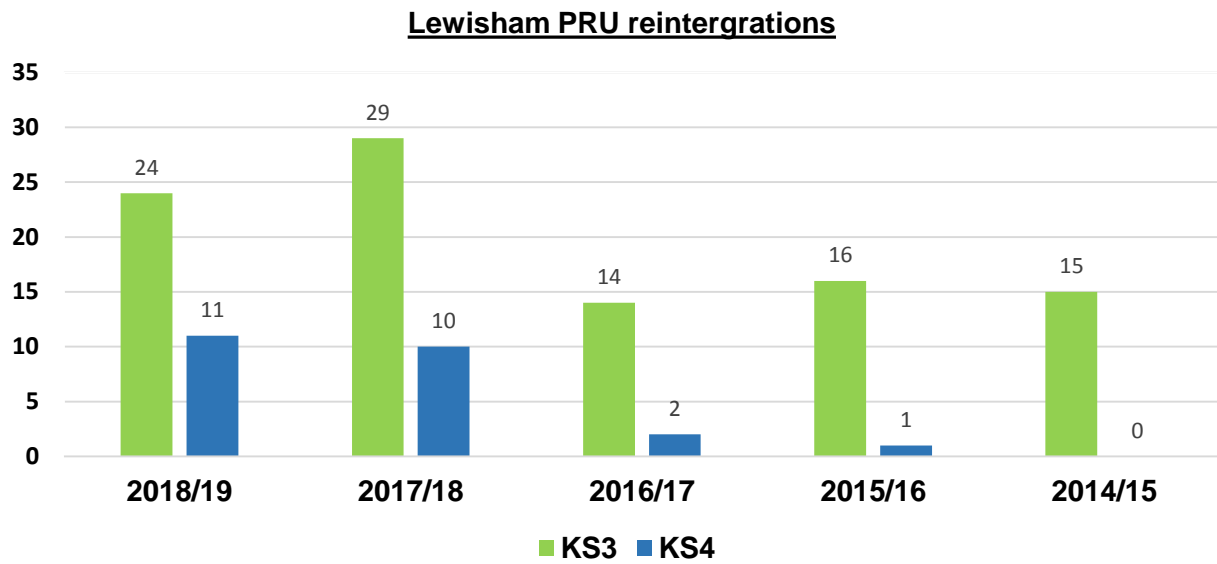


4.e.

**Permanent exclusions and managed transfers by ethnicity – Lewisham schools only**



4.f.



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Children and Young People Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	9
Class	Part 1 (Open)	17 September 2019	

## 1. Purpose

To advise Committee members of the work programme for the 2019/20 municipal year, and of the agenda items for the next meeting.

## 2. Summary

- 2.1 At the beginning of the new administration, each select committee drew up a draft work programme. The Overview and Scrutiny Business Panel agreed a co-ordinated work programme. The work programme for each individual committee can be reviewed at each Select Committee meeting so that Members are able to include urgent, high priority items and remove items that are no longer a priority.

## 3. Recommendations

- 3.1 The Committee is asked to:

- note the work plan attached at **Appendix B** and discuss any issues arising from the programme;
- specify the information and analysis required in the report for each item on the agenda for the next meeting, based on desired outcomes, so that officers are clear on what they need to provide;
- review all forthcoming key decisions, attached at **Appendix C**, and consider any items for further scrutiny

## 4. The work programme

- 4.1 The work programme for 2019/20 was agreed at the Committee's meeting on 30 April 2019.
- 4.2 The Committee is asked to consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority and can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria.
- 4.3 The flow chart attached at **Appendix A** may help Members decide if proposed additional items should be added to the work programme. The Committee's work programme needs to be achievable in terms of the amount of meeting time available. If the committee agrees to add additional item(s) because they are urgent and high priority, Members will need to consider which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

## 5. The next meeting

5.1 The following reports are scheduled for the meeting on 16 October 2019:

Agenda item	Review type	Link to Corporate Priority
Responses to referrals – public health cuts - school exclusions indepth review	Referrals	CP3 - Giving Children and young people the best start in life & CP5 - Delivering and defending: health, social care and support
Provisional school results	Performance monitoring	CP3 - Giving Children and young people the best start in life.
SEND Strategy	Performance monitoring	CP3 - Giving Children and young people the best start in life & CP5 - Delivering and defending: health, social care and support
Children's Social Care budget, including sufficiency strategy, staffing, fostering	Performance monitoring	CP3 - Giving Children and young people the best start in life & CP5 - Delivering and defending: health, social care and support

5.2 The Committee is asked to specify the information and analysis it would like to see in the reports for these item, based on the outcomes the committee would like to achieve, so that officers are clear on what they need to provide for the next meeting.

## 6. Financial Implications

There are no financial implications arising from this report.

## 7. Legal Implications

In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

## 8. Equalities Implications

8.1 The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came

into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8.2 The Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

8.3 There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

## **9. Date of next meeting**

9.1 The date of the next meeting is Wednesday 16 October 2019.

### **Background Documents**

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

## Scrutiny work programme – prioritisation process



**Children and Young People Select Committee 2019/20**

**Programme of Work**

Work Item	Type of item	Strategic Priority	30-Apr	12-Jun	11-Jul	17-Sep	16-Oct	05-Dec	23-Jan	10-Mar
Lewisham Future Programme	Performance monitoring					Budget Cuts				
Election of the Chair and Vice-Chair	Constitutional requirement									
Select Committee work programme 2019/20	Constitutional requirement	CP3								
Children and Young People's Plan	Performance monitoring	CP3								
Safeguarding Services 6-monthly Report and update on new safeguarding arrangements, inc update on CSC Improvement Plan	Performance monitoring	CP3 & CP5								
Young Mayor and Advisors	Verbal update	CP3 & CP5								
Early Help review	In-depth review	CP3 & CP5								
BAME achievement	Performance Monitoring	CP3								
Annual Report on Attendance and Exclusions	Performance monitoring	CP3								
Public Health cuts	Referral	CP5					M&C response			
In-depth review - school exclusions	Referral	CP3					M&C response			
Provisional school results	Performance monitoring	CP3								
Children's Social Care budget, including sufficiency strategy, staffing, fostering	Performance monitoring	CP3 & CP5								
SEND Strategy	Performance monitoring	CP3 & CP5								
Education Strategy	Policy development	CP3								
CAMHS waiting times for Lewisham Children	Performance monitoring	CP3 & CP5								
Children's Social Care Improvement Plan	Performance monitoring	CP3 & CP5								
Unregulated educational settings	Information item	CP3								
BAMER mental health inequalities referral	Policy development	CP3 & CP5						HWB response		
How living in temporary accommodation affects children and young people	Investigation	CP3								
Safeguarding Services 6-monthly Report and update on new safeguarding arrangements	Performance monitoring	CP3 & CP5								
Exclusions from school - in-depth review follow up	Performance monitoring	CP3								
Corporate Parenting and LAC Annual Report	For information	CP3 & CP5								
Annual Schools Standards Report 2018/19 (primary, secondary, post 16 and AP)	Performance monitoring	CP3								
Lewisham Safeguarding Children Board annual report (for information only)	Performance Monitoring	CP3 & CP5								

Item completed	Meetings					
Item on-going	1)	Tuesday 30 April	4)	Tuesday 17 September	7)	Thursday 23 January
Item outstanding	2)	Wednesday 12 June	5)	Wednesday 16 October	8)	Tuesday 10 March
Proposed timeframe	3)	Thursday 11 July	6)	Thursday 5 December		
Item added						

Giving Children and young people the best start in life.	CP 3
Delivering and defending: health, social care and support	CP 5
Building Safer Communities	CP 7

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## 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](mailto: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.

<b>FORWARD PLAN – KEY DECISIONS</b>					
<b>Date included in forward plan</b>	<b>Description of matter under consideration</b>	<b>Date of Decision Decision maker</b>	<b>Responsible Officers / Portfolios</b>	<b>Consultation Details</b>	<b>Background papers / materials</b>
April 2019	<b>Future options for the Parks Service</b>	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	<b>New Cross Area Framework + Station Opportunity Study Supplementary Planning Document</b>	18/09/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan, Mayor		
May 2019	<b>Approval for Single Tender action for Counter Fraud Hub</b>	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	<b>Performance Monitoring</b>	18/09/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
June 2019	<b>Future of Youth Services</b>	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	<b>Additions to List of Locally Listed Buildings</b>	18/09/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan, Mayor		
June 2019	<b>Disposal of Downham Business Enterprise Centre</b>	18/09/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
April 2019	<b>Award of Contract Tier 4 Substance Misuse Framework</b>	18/09/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
April 2019	<b>Anti-Idling Enforcement</b>	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	<b>Adopting a Residents Charter for Lewisham</b>	18/09/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
August 2019	<b>CRPL Appointment of Non-Executive Director</b>	18/09/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		

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August 2019	<b>HMO Article 4 Direction Confirmation</b>	18/09/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
August 2019	<b>Award of Contract for Tier 4 Substance Misuse Framework</b>	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	<b>Alteration of SEN provision at Deptford Green School</b>	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	<b>Approval to Award Tender for Management Development Programmes</b>	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	<b>Learning Disability Framework - Extension of Contracts</b>	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**

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			Health and Adult Social Care		
August 2019	<b>Cleaning Contract Extension</b>	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	<b>Security Contract Extension</b>	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	<b>Annual Renewal Microsoft Enterprise License</b>	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	<b>Future of Dek Hub workspace</b>	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	<b>Achilles Street Landlord Offer for Estate Regeneration Ballot Parts 1 &amp; 2</b>	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**

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August 2019	<b>Oracle Cloud Update</b>	18/09/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
August 2019	<b>Permission to Tender Violence against Women and Girls (VAWG) Service</b>	18/09/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
August 2019	<b>Mental Health Accomodation Based Support Service permission to tender</b>	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	<b>Request for Extension and Variation of Family Support Contract</b>	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	<b>Statement of Accounts</b>	02/10/19 Council	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for		

**FORWARD PLAN – KEY DECISIONS**

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			Finance and Resources		
August 2019	<b>Consultation: Proposal to Transfer Management of 5 Community Centres to Lewisham Homes</b>	10/10/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
June 2019	<b>Disposal of Horton Kirby Centre</b>	10/10/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
June 2019	<b>Disposal of Bryn Coedwig Outdoor Education Centre Alberllefeni Machynlleth</b>	10/10/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
June 2019	<b>Disposal of Tyn y Berth Centre, Corris, Machynlleth</b>	10/10/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
August 2019	<b>CCTV Monitoring Contract</b>	10/10/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
August 2019	<b>LIP annual spending submission for 2020/21</b>	10/10/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Brenda Dacres, Cabinet Member		

**FORWARD PLAN – KEY DECISIONS**

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			for Environment and Transport (job share)		
August 2019	<b>Permission to Tender Obesity Services</b>	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	<b>Domiciliary Care Provision</b>	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	<b>Insurance Renewal</b>	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	<b>Contract Award Tier 2/3 Drug Services/Shared Care</b>	20/11/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
August 2018	<b>Lewisham Strategic Heat Network Business Case</b>	11/12/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan,		

**FORWARD PLAN – KEY DECISIONS**

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			Mayor		

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