

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

1. Proposal Overview	
Proposal title:	Parking Services – Additional Yellow Box Junction Enforcement & Moving Traffic Contravention by CCTV
Reference:	HRPR_INC_01_Additional-Yellow-Box-Enforcement
Lead officer:	Kyki Kim-Bajko
Ward/s affected	All wards
Cabinet portfolio	Environment and Climate Action
Scrutiny committee/s	Sustainable Development

2. Decision Route		
Key Decision	Public Consultation	Staff Consultation
Y	N	N

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
Lewisham continues to introduce and enforce traffic measures to manage traffic flows, improve road safety, and allow the expeditious movement of vehicles. These schemes have included banned turns, one-way systems, yellow box and other restrictions to address local environmental issues.				
When such measures are complied with, it allows traffic to move freely and reduces road danger, whilst improving air quality. Such conflicts can also cause delays and congestion, leading to a loss of amenity and negatively affect air quality.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	7,020	15,679	(8,659)	
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?
<u>Implementation of 10 additional Yellow Box Junctions</u>

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To help manage safety and congestion on the borough's main roads, LBL has commissioned a review to identify the most eligible road junctions and to recommend and design 10 additional junctions that are suitable for yellow box markings, to enable the Council to enforce moving traffic contraventions at those 30 new locations. These 10 junctions are under LBL's management.

Implementation costs are estimated in the region of £275k which will include the traffic/ road safety and technical inspection along with the hardware and installation. To specify these will also include: -

- A review of the carriageway condition, to determine whether the road marking needs to be refreshed or the carriageway surface repaired to facilitate the implementation of the yellow box road markings.
- A holistic review of existing site condition, for the purpose of identifying any localised factors that may cause a vehicle to stop suddenly in the box junction, for example, a nearby bus stop, on-street parking, traffic lights, forward visibility after exiting the junction, etc.
- An assessment of each study site to understand how traffic interacts throughout the junction and identify any issues that may cause vehicles to stop in the junction.

A conservative estimate of 50 Parking Charge Notices (PCNs) per month has been used for modelling and then multiplying that figure by 12 operational months a year and then by 10 CCTV cameras. This figure is then multiplied by the average gross income per ticket of £75 which equates to £450k. The processing cost of £6.80 per ticket and maintenance cost of £4.01 is then subtracted resulting in a potential surplus in £385k. At this stage this an estimated cost and potential surplus and a full analysis will be set out in the business case. The implementation is currently projected for April 23.

Given the above, it is sensible to consider the financial by-product of adopting this approach would be annual net income in the region of £70k, subject to the further detailed business case, based on an increased level of compliance. Also, the implementation cost which will include hardware and set up fee will need to be funded centrally.

Additional 10 new YBJ sites	Month	Annum
PCN No Projection	500	6,000
PCN Revenue Projection	£37,500	£450,000
PCN Processing Charges & Hosting Fee	-£5,405	-£64,860
One-off Implementation Fee		-£275,000
PCL - Survey & Order		-£40,000
Net Revenue		£70,140

Implementation of 5 additional Moving Traffic Contraventions (MTC)

In order to provide safeguard the community and to achieve satisfactory level of moving traffic behaviour, we propose enforcement on 5 MTC locations. This may include area/ specific location where soft measures have failed to deliver an expected compliance.

Factors to consider:

- location of the restriction

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- known or anticipated volume of traffic within proximity to the restriction
- existing traffic order/ proposal for experimental/ temporary traffic order

Implementation costs are estimated in the region of £157k which will include the traffic/ road safety and tech inspection along with the hardware and installation. To specify these will also include: -

- Review of each location to ensure the location is correctly designed to enable CCTV enforcement (are sign types and locations situated correctly etc.).
- Complete on-site sign and road marking locations will be reflected in CAD (Computer aided design) and site photos and notes made available. As each of the locations is a point restriction, only lines and signs relevant to the restriction will be reflected on the designs.
- Organise the installation of monitoring cameras for one week and analyse the subsequent data, to options for Lewisham to consider:
 - Cameras to monitor 7am to 10am and 4pm to 7pm over 7 days
 - Cameras to monitor 7am to 7pm over 7 days
- Provide a summary of findings, including drawings, recommendations on traffic orders and data analysis report to evidence if there is sufficient non-compliance to warrant the installation of an approved camera device to enforce the moving traffic contravention.

Additional 5 new MTC sites	Month	Annum
PCN No Projection	250	3,000
Revenue Projection	£18,750	£225,000
PCN Processing Charges & Hosting Fee	-£2,703	-£32,430
Implementation Cost		-£137,500
PCL - Survey & Order		-£20,000
Net Revenue		£35,070

Capital investment of £570k is required to progress this saving. Under legislation there are strict criteria how income from fines may be used. Lewisham is compliant with the law and reinvests fines for the use of Concessionary Fares and for Highways Maintenance. For both these areas the cost of these services is greater than the income from PCNs and the Council subsidises these areas. However, the Council is developing an Active Travel Fund to use for transport interventions.

As with YBJ proposal, the net income will decline with increased level of compliance. Also, the implementation cost which will include hardware and set up fee will need to be funded centrally.

FY 2022/23 the parking service is projecting a shortfall of income in the region of £1.2mil. ***This saving proposal would be dependent on the service being able to meet the revenue demand to make the budget in the FY 22/23.***

Parking Income is subject to many dependent factors: -

- Traffic footfall
- Fuel Cost
- Motorist behaviour/ compliance
- Cost of Living

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Any net income will be used in line with Section 55 of the Road Traffic Regulation Act 1984 which means it is to be spent making good to the general fund where the parking account was in deficit (up to 4 years), meeting all or any part of the cost of provision and maintenance by the local authority of off and on street parking, meeting cost of public passenger transport services, highway or road improvements, maintenance of the public highway, environmental improvements and implementation of London transport strategy.				
Are there any specific staffing implications?			N	
What level of additional income may be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
	£105,000	£295,000	-£100,000	£300,000
TOTAL				
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<ul style="list-style-type: none"> The analysis on which the number of contraventions has been arrived at is based on current trends. It is extremely difficult to predict motorist behaviour. The figures in this paper are indicative and are likely to change. Currently we are projecting a £1.2 negative variation on the parking budget and on current projections any additional income will assist in closing this gap. Traffic Management Orders (TMOs) are not required to install yellow box junction markings, although the police should also be consulted. The marking is subject to section 36 of the Road Traffic Act 1988. Once the junctions have been reviewed and designs have been prepared outlining required amendments, Lewisham follow up with the Police consultation process, as recommended in Traffic Signs Manual Chapter 5: Road Markings (2018). LBL to make the services as accessible as possible and ensure that local needs and demands are met, where possible Reinvestment into local environmental improvements and transport and accessibility initiatives and services Provide travel planning and guidance 				
<ul style="list-style-type: none"> Are there any specific legal implications? 				
Use of surplus income from parking charges and penalty charges is governed by section 55 of the Road Traffic Regulation Act 1984.				
Is public consultation required (formal/statutory)?			N	
5. Impact & Outcomes				
What is the likely impact of the proposed changes?				
Service Users				

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A wide range of positive impacts around safety around busy junctions and keeping the traffic flow freely without unnecessary congestion.				
Staff				
No direct impact on the staff.				
Other Council Services				
No direct impact on other Council Services.				
Partners				
Increase on volume of CCTV footage reviews and hence potential expansion on the parking service on the outsourcing partner. Potential increase on revenue driven from increased volume of staffing charges based on the existing SOR.				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				Neutral
Disability				Neutral
Ethnicity				Neutral
Gender				Neutral
Gender reassignment				Neutral
Marriage and civil partnerships				Neutral
Pregnancy and maternity				Neutral
Religion and belief				Neutral
Sexual orientation				Neutral
Socio-economic inequality				Neutral
Is a full EAA required?			N	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				Neutral
Tackling the Housing crisis				Neutral
Giving children and young people the best start in life	Positive			
Building an inclusive local economy				Neutral
Delivering and defending: health,				Neutral

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social care & support				
Making Lewisham greener		Positive		
Building safer communities	Positive			
Good governance and operational effectiveness		Positive		

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	YBJ review	Seamus Adms/ Kyki Kim-Bajko	At point of approval
Planning	<p>Technical Survey of the following:-</p> <ul style="list-style-type: none"> ■ Congestion/queuing issues; ■ Carriageway defects or additional work that needs to be carried out, to accommodate a yellow box; ■ Condition of junctions where a Keep Clear is already in place and respected By the drivers. 	Seamus Adms/ Kyki Kim-Bajko	+4 months from point of approval
Implementation	<p>*Hardware kit installation inspection.</p> <p>*Mobilisation of hardware</p> <p>*Test Clips.</p> <p>*Warning Notice Period of 2 weeks.</p>	Seamus Adms/ Kyki Kim-Bajko	+3 months from point of planning
Review	Ongoing assessment of compliance	Seamus Adms/ Kyki Kim-Bajko	ongoing

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1. Proposal Overview	
Proposal title:	Charge for replacement of refuse and recycling wheelie bins and food caddies.
Reference:	HRPR_INC_02_Replacement-Bin-Charging
Lead officer:	Zahur Khan
Ward/s affected	All wards
Cabinet portfolio	Environment and Climate Action
Scrutiny committee/s	Sustainable Development

2. Decision Route		
Key Decision	Public Consultation	Staff Consultation
Y	N	N

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
Street Environment Services includes the residual waste, dry mixed recycling, food and green waste collection services. This proposal is linked to the collection method for these services, from wheelie bins and food caddies.				
The green waste subscription service is an example of where charging has reduced requests for replacement green waste bins.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	6,292	340	5,952	
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?

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It is proposed to introduce an administrative charge to residents who request a replacement or additional recycling wheelie bin or food caddy.

It is also proposed to introduce an administration charge to residents who require a replacement residual waste wheelie bin. Additional residual waste bins will not be allowed unless the waste capacity requirements per household are met. This is to support waste reduction and improve recycling rates.

The Council receives around 600 requests per month for a replacement bin/caddy. The Council has delivered over 50,000 replacement bins to residents since April 2019.

Ninety-five per cent of demand in 2021/22 was for recycling wheelie bins and food caddies. There is no apparent correlation in Lewisham between the number of requests for additional/replacement recycling and food waste caddies in use and the recycling rate; as the borough's recycling performance has not increased despite the number of additional bins/caddies requested and delivered to residents.

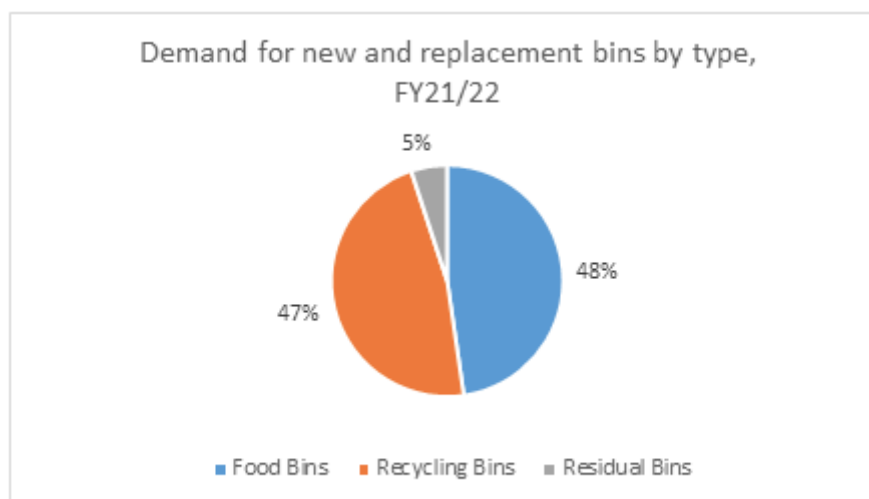
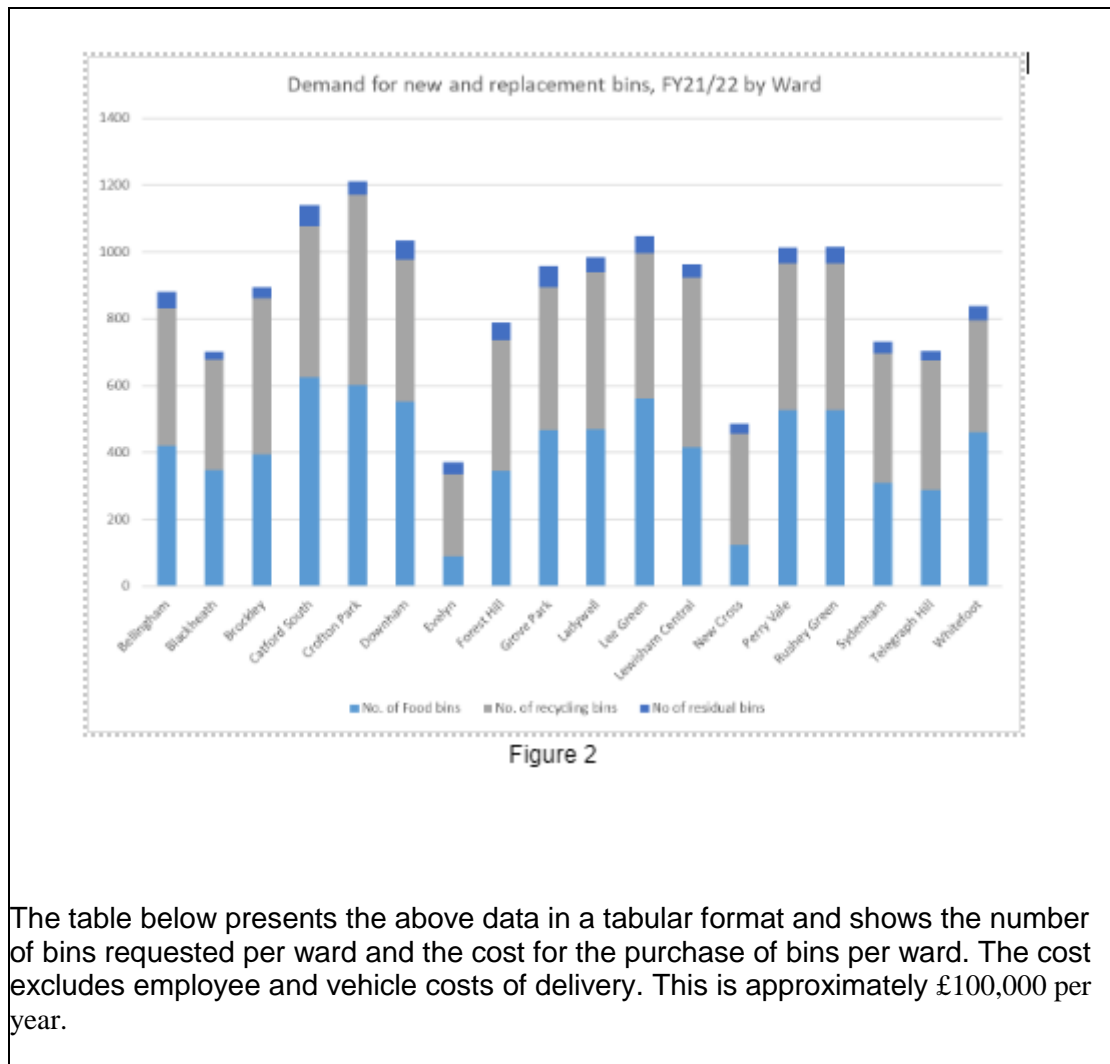


Figure 1

The demand for bins across the borough last year is given in the graph below. Note that the chart aligns with the old ward boundaries. The need for food waste caddies and recycling wheelie bins is highest in Crofton Park, Catford South, Downham, Lee Green, Perry Vale and Rushey Green. Demand is lowest in Evelyn and New Cross.

Because of flats and social housing providers who have their waste and recycling collected within 'bulk' bins (they do not use wheelie bins/caddies), demand for residual waste wheelie bins is considered to be comparable across the borough.

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Ward	No. of Food bins	Ave price for food bins 2021/22	No. of recycling bins	Ave price for recycling bins	No of residual bins	Ave price for residual bins	Total No. of bins	Total cost of bins per ward
Price per bin		£4.02		£20.92		£20.17		
Bellingham	420	£1,688.40	410	£8,577.20	50	£1,008.50	880	£11,274.10
Blackheath	347	£1,394.94	330	£6,903.60	24	£484.08	701	£8,782.62
Brockley	394	£1,583.88	466	£9,748.72	33	£665.61	893	£11,998.21
Catford South	625	£2,512.50	451	£9,434.92	63	£1,270.71	1139	£13,218.13
Crofton Park	601	£2,416.02	570	£11,924.40	40	£806.80	1211	£15,147.22
Downham	551	£2,215.02	425	£8,891.00	58	£1,169.86	1034	£12,275.88
Evelyn	90	£361.80	244	£5,104.48	35	£705.95	369	£6,172.23
Forest Hill	344	£1,382.88	393	£8,221.56	51	£1,028.67	788	£10,633.11
Grove Park	467	£1,877.34	427	£8,932.84	63	£1,270.71	957	£12,080.89
Ladywell	470	£1,889.40	468	£9,790.56	46	£927.82	984	£12,607.78
Lee Green	562	£2,259.24	433	£9,058.36	53	£1,069.01	1048	£12,386.61
ewisham Centr	416	£1,672.32	507	£10,606.44	40	£806.80	963	£13,085.56
New Cross	123	£494.46	333	£6,966.36	30	£605.10	486	£8,065.92
Perry Vale	525	£2,110.50	440	£9,204.80	48	£968.16	1013	£12,283.46
Rushey Green	525	£2,110.50	439	£9,183.88	50	£1,008.50	1014	£12,302.88
Sydenham	309	£1,242.18	386	£8,075.12	37	£746.29	732	£10,063.59
Telegraph Hill	288	£1,157.76	386	£8,075.12	30	£605.10	704	£9,837.98
Whitefoot	459	£1,845.18	336	£7,029.12	42	£847.14	837	£9,721.44
Total	7516	£30,214.32	7444	£155,728.48	793	£15,994.81	15753	£201,937.61

Request Reason Analysis

The service has been keeping a record of the reasons for bin requests since April 2022. The table below shows a 4-month sample of requests (April to July) for 2,773 replacement bins and caddies recorded.

Going forward no replacement bins will be provided without a valid and verifiable/proven reason, and this will continue should this proposal be approved.

The Garden Waste bin service is subscription based, of which 776 are subscribers and 62 bins have been requested to be replaced overall. This is a low number, and this is considered to be due to the charging mechanism encouraging residents to take care of the bin, and the bin stored within the premises.

CRM requests 1 April – 31 July 2022						
	Recycling	%Split	Food	% Split	Garden	%Split
Bin Damaged	371	13%	1095	39%	62	2%
Bin Lost	230	8%	307	11%	-	-
Bin too small	67	2%	49	2%	-	-
Large Family	48	2%	35	1%	-	-
Stolen	217	8%	292	11%	-	-
New subscription	-	-	-	-	-	-
Total	933	34%	1778	64%	62	2%

Benchmarking

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A precedent for councils in London to charge for replacement bins has already been set.

Barnet Council	£52
Enfield Council	£54.50
Haringey Council	£30
Harrow Council	£63
Waltham Forest Council	£20

In 2022, the cost for a food caddy has increased 40% to £5.60. Recycling wheelie bins have increased 21% to £25.31, and the price of residual wheelie bins has increased to £22.59. Using last year's demand as a guide, the cost for the supply of bins will increase by 20% from £202k to £246k this financial year.

The price increase is primarily driven by oil prices. Oil is used in creating the plastic that makes wheelie bins/caddies. Driver wage inflation, increased distribution costs and changes to international customs arrangements are also significant factors. Price inflation of this kind is likely to continue into 2023. The Council's waste and recycling services are also experiencing a variety of inflationary pressures, from supply chain pressures to population growth.

There is also an environmental impact from the purchase and delivery of bins. In 2021, the supply of bins contributed approximately 60,000kg CO₂ to the Council's carbon footprint alone. Most emissions arise from the consumption of oil and raw materials needed for bin manufacture, and from emissions from the manufacture and distribution of bins.

Many authorities across London and the UK make a charge for replacement wheelie bins and caddies.

The primary impact of charging is to manage demand down in the same way that the 5p charge of plastic bag decreased consumption by 95%: DEFRA statistics show that a person's consumption of plastic bags has reduced from 140 bags per year to 4.

A charge for replacement wheelie bins and caddies will encourage residents to take greater responsibility for their bins, storage, and security. The green waste subscription service is an example of where charging appears to have reduced requests for replacement green waste bins.

An administration levy is considered reasonable as part of the Council's "social contract" on waste and recycling as set out in the Council's Waste Strategy adopted in December 2021.

Benchmarking shows many authorities charge for wheelie bins. Typically, the charge for a wheelie bin and its delivery in London is £40 (low £20, high £52) for a wheelie bin.

A charge for a replacement recycling wheelie bin of £30 is proposed, the same charge will be applicable for residual waste wheelie bins, where the waste capacity criterion is met. The charge for a replacement food waste caddy will be £10.00. Reductions would be offered to residents in receipt of benefits, income allowances and credits.

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Green waste wheelie bins will be provided as part of the green waste subscription service. The wheelie bin will be returned to the Council at the end of the subscription period unless the subscription is renewed.

The council will only collect wheelie bins or food caddies supplied by the council.

Payment will need to be made for additional/replacement bins before they are delivered.

While the proposed charge would theoretically generate an income of £300k to allow the administration charge to cover 85% of the Council's costs, it is very unlikely that the charge would generate this amount of income because of the anticipated reduction in demand. Therefore, an income of £50k per year is anticipated, with a drop off to £25k per annum from 24/25 to reflect the expected change in customer behaviour.

Once the charge has been implemented, income, costs and demand will be reviewed with any changes considered.

The charge will be incorporated into a revised service standard that is being prepared following the adoption of the waste strategy. The standards will highlight that only wheelie bins and caddies acquired from Lewisham Council will be collected.

The Council does offer a service to repair bins and residents can request a repair to a damaged bin through the council's website, as below. This service is free.

<https://lewisham.gov.uk/myservices/wasterecycle/your-bins/report-a-missed-collection-or-a-problem-with-your-bin>

Are there any specific staffing implications?		N		
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Administration charge for replacement wheelie bins and food caddies.	50	(25)	0	25
TOTAL				
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	N	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				

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The risk to delivery of the proposal is that demand is less than predicted. Mitigation will be the reduced costs from the purchase of wheelie bins and food caddies as the demand for free bins and caddies will reduce.

Are there any specific legal implications?

No legal implications (legal input required). Many authorities have a charging regime in place for bins.

Is public consultation required (formal/statutory)? N

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

The demand for additional replacement bins/caddies should reduce, as will the amount the council spends on providing replacement bins for free.

Staff

No impact anticipated

Other Council Services

No impact anticipated

Partners

No impact anticipated

Are there any specific equalities implications?

Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				Neutral
Disability				Neutral
Ethnicity				Neutral
Gender				Neutral
Gender reassignment				Neutral
Marriage and civil partnerships				Neutral
Pregnancy and maternity				Neutral
Religion and belief				Neutral
Sexual orientation				Neutral
Socio-economic inequality			Negative	
Is a full EAA required?			N	

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How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				Neutral
Tackling the Housing crisis				Neutral
Giving children and young people the best start in life				Neutral
Building an inclusive local economy				Neutral
Delivering and defending: health, social care & support				Neutral
Making Lewisham greener		Positive		
Building safer communities				Neutral
Good governance and operational effectiveness	Positive			

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Fees and charges		February 2023
Planning	System set-up		March-April 2023
Implementation	Go live		April 2023
Review			September 2023

Corporate Equalities Analysis Assessment

Author	Kenny Wilks	Directorate	EHPR
Date	25 November 2022	Service	Street Environment (Public Realm)

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<p>1. The activity or decision that this assessment is being undertaken for Charges for bulky waste collection, Mattress collection, fridge/freezer collections and replacement waste/recycling containers.</p> <p>The decision is to introduce or increase charges for the collection of items and the replacement/provision of waste/recycling containers. The charges reflect the cost of the service and/or disposal costs, and links into Lewisham’s waste strategy that reflects Lewisham’s waste reduction, re-use and recycling objectives for residents and businesses over the next 10 years.</p>				
<p>2. The protected characteristics or other equalities factors potentially impacted by this decision</p>				
<input type="checkbox"/> Age	<input type="checkbox"/> Ethnicity/Race	<input type="checkbox"/> Religion or belief	<input type="checkbox"/> Language spoken	<input type="checkbox"/> Other, please define:
<input type="checkbox"/> Gender/Sex	<input type="checkbox"/> Gender identity	<input type="checkbox"/> Disability	<input checked="" type="checkbox"/> Household type	
<input type="checkbox"/> Income	<input type="checkbox"/> Carer status	<input type="checkbox"/> Sexual orientation	<input checked="" type="checkbox"/> Socio Economic	
<input type="checkbox"/> Marriage and Civil Partnership	<input type="checkbox"/> Pregnancy and Maternity	<input type="checkbox"/> Refugee/Migrant/Asylum seeker	<input type="checkbox"/> Health & Social Care	
<input type="checkbox"/> Nationality	<input type="checkbox"/> Employment	<input type="checkbox"/> Veterans or reservists		
<p>3. The evidence to support the analysis</p> <p>Lewisham has developed a waste strategy that will determine how waste reduction, re-use and recycling is managed within the borough for the next 10 years. Waste and recycling services are universal and provided to all residents, although the collection method may be different depending on the property type and the collection method used. Wheelie bins and food caddies for street properties, large wheeled containers in bin stores, or near entry points for blocks of flats, and variations of both for those living in flats above shops.</p> <p>The council provides a chargeable collection service for fridges and freezers, bulky waste, and a free collection service for mattresses and replacement waste and recycling containers.</p> <p>Collection costs have previously been subsidised, as the cost of the service was not recovered by the charge made for providing it, or for providing services free of charge. In future the charge for providing the service will cover the cost of service provision.</p> <p>When considering the protected characteristics or other equality factors that may be affected by this decision, account has been taken of the potential impact of increased costs and how they may impact on those with lower income, household type, and how this may present a barrier to accessing services.</p> <p>We considered the socio-economic impact - those families with less income may have less money to spend on collection and disposal of items no longer required if they purchase a new mattress for example.</p> <p>About 40% of households are within flats - either above shops, in blocks or on larger estates. People who live in flats often stay on a short term contract and this can often lead to marginalisation as they don’t have time to become part of the local community. The transient nature of this cluster means that new ways of engagement and</p>				

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information sharing needs to be found so that people moving into accommodation of this type have access to the council's services and relevant information that will enable them to follow the correct procedures for waste and recycling collections and not fall foul of regulatory enforcement.

Reducing carbon emissions to improve air quality is very important and the impact on health and well-being for the elderly, younger people and the disabled has been taken into account by the purchase of modern EURO 6 collection vehicles that have the least impact on air quality when vehicles are collecting items or delivering/collecting waste/recycling containers or stationary whilst held up in traffic congestion.

4. The analysis

The council undertook a consultation 'Barriers to disposing of Waste' in Feb – April 2019 to gather information from residents on 3 key areas – Knowledge, Views and Experience to enable collection services to be tailored to service users and lead to a reduction in waste and an increase in recycling. The council received over 5500 responses to the consultation. The consultation consisted of a variety of methods to engage with residents including attendance at Assemblies, Drop Ins at libraries/community centres, JCD advertising boards, council website, social media and emails via Lewisham Life mailing list. Equality data was collected as part of the process. After the consultation period ended, the data collection was analysed and a conclusion and recommendation plan was compiled.

Action	Time-frame	Completed by
Update the London Borough of Lewisham's Waste Strategy	Commenced July 2019	Approved by Mayor and Cabinet December 2021
Revised communication and behaviour change programme to increase recycling and re-use and reduce waste	Ongoing	Completed May 2021.
Customer service training for crew members – following consultation feedback	Training to commence June 2019	Completed and ongoing
Review of the Re-Use and Recycling Centre – opening hours and materials guidance	Commence May 2019	Clearer guidance on web page. New booking schedule introduced November 2022
Clearer guidance around acceptable materials for recycling	Commence May 2019	Completed June 2021

During May 2021 the service conducted a waste composition survey to better understand the contents of the waste stream – to analyse what is being thrown away that could have been recycled.

A waste participation survey was also undertaken to understand the habits of the differing demographic clusters so that communication/behaviour change programmes can be adjusted to reduce waste and improve recycling.

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The increase/ new charges for service provision are not likely to have a negative impact on equality of opportunity for people with protected characteristics, nor to have a negative impact on good relations between communities with protected characteristics and the rest of the population in Lewisham.

The introduction of charges that reflect the cost of collection and disposal is a fair way to reduce the subsidies that currently exist and borne in part by those who might not ever use the service. There are other alternatives to council services and these will be publicised so that potential users of the service know of other solutions.


The introduction of charges may present opportunities for advancing equality of opportunity for people with protected characteristics.

- Examples of opportunities:
- Sharing alternative opportunities for waste disposal to those living in purpose built flats and apartments in the private rented sector, housing associations and other social rented housing sectors where re-use and recycling services tend to be less convenient and less well maintained in purpose built blocks of flats, where socio-economic indicators may often be lower than in other households.
- Publicising initiatives such as Love Food Hate Waste campaign – that educate and encourage families by providing advice and recipes for healthy meals, how to manage a budget and purchase what is needed so there is less waste to throw away.
- Ensuring that waste reduction and recycling information is communicated in a way that can reach those with protected characteristics.
- Encouraging residents to take responsibility for their waste and recycling containers, to not leave them on the pavement except on collection day, to not overfill them to prevent damage etc.
- Sharing information on other solutions and opportunities to re-use, reduce and recycle and signpost people that may look for an alternative legal option to council provision.

5. Impact summary & 6. Mitigation.

<i>Protected characteristic</i>	<i>Impact</i>	<i>Mitigation</i>
Household type	Positive	<p>There will continue to be population growth and housing needs – more homes may be converted into short term tenancy flatted accommodation. ‘Churn’ amongst tenants makes it difficult to provide relevant information to new tenants. Churn amongst tenants can also increase the amount of items needing to be disposed of.</p> <p>We will provide information on the council website on the services and costs provided, other alternative providers/solutions and the penalties for fly tipping waste.</p> <p>Additional work needs to be undertaken with social landlords/managing agents to</p>

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

		disseminate information and promote inclusion.
Income	Positive	<p>For those on benefits the council will consider a discretionary cost of £31 for the collection of 4 items. Such an offering will require a change to the existing system and residents will be required to provide evidence of receiving benefits to qualify for the discounted rate.</p> <p>Sharing information on other solutions and opportunities to re-use, reduce and recycle and signpost people that may look for an alternative legal option to council provision.</p>
<p>7. Service user journey that this decision or project impacts?</p> <p>Residents can access the Council's services through the contact centre via phone or email. Information is shared on the Council's website with individual services having their own sections with relevant information and advice on contact information, service standards, requirements or changes.</p> <p>The Council has a Corporate Complaints Policy and a dedicated team to manage complaints that may be directed to the relevant service in the first instance. All complaints are responded to within set timescales and there is an escalation process. All personal data is managed in accordance with the Data Protection Act 2018.</p> <p>The council will promote alternative solutions to the services provided by the council and encourage people to consider waste reduction and re-use before deciding to 'throw' items away. The penalties for fly tipping waste will also be highlighted as this is not an option for responsible waste disposal.</p> <p>Increasing the charges to cover the cost of the services provided and promoting responsible waste alternatives may contribute to reduction in waste requiring disposal, increased re-use and recycling and a shift in behaviour change regarding waste as a valuable commodity. The assessment has shown the waste strategy will have no negative impact on those with protected characteristics.</p> <p>The assessment will be shared with other Council services, as the Council is an organisation that supports residents and acknowledges its responsibility to look after them.</p>		
Signature of Director	 <p>Zahur Khan 25/11/2022</p>	

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

1. Proposal Overview	
Proposal title:	Increase charge for Bulky Waste Collections
Reference:	HRPR_INC_03_Bulky-Waste-Increased-Charge
Lead officer:	Zahur Khan
Ward/s affected	All wards
Cabinet portfolio	Environment and Climate Action
Scrutiny committee/s	Sustainable Development

2. Decision Route		
Key Decision	Public Consultation	Staff Consultation
Y	N	N

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>If householders can't take large items to the re-use and recycling centre themselves, they can ask Street Environment Services to collect them for a small charge.</p> <p>The cost of providing the service is currently subsidised by Street Environment Services and the proposal is to increase the charge to cover the cost of the service</p> <p>Street Environment Services currently provides a rechargeable collection of bulky items on request from ground floor level only for up to 4 items for £20.</p> <p>This proposal is linked to the introduction of a realistic increased charge for the collection and disposal of bulky waste items. This is a non-statutory service, residents can choose any authorised waste contractor, and residents probably choose the council over other providers because of the low collection and disposal cost.</p> <p>This proposal has been compared to other authorities and their charges.</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	6,292	340	5,952	
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

4. Cuts Proposal

What changes are proposed to the service area/s?

It is proposed to increase the collection and disposal charge to residents who request a bulky waste collection from outside their property to better reflect the actual cost of the service.

The current cost of £20.00 for the removal and disposal of 4 items does not cover the cost of removal and disposal. The proposal is to increase the charge to cover the cost of providing the service.

The proposed charge is £41.00 for the collection of 4 items from ground floor which includes the collection, disposal and administration costs of providing the service.

Payment will need to be made before the service is provided.

For those on benefits the council will consider a discretionary cost of £31 for the collection of 4 items. Such an offering will require a change to the existing system and residents will be required to provide evidence of receiving benefits to qualify for the discounted rate.

There is an element already in the service charge made to tenants of Lewisham Homes for providing the bulky waste service. Lewisham Homes provides the collection service themselves but does not pay the disposal costs. If less waste was collected there would be a reduction in the disposal costs.

A review of the income and outcomes will be conducted at 6 and 12 months post introduction of the amended charges.

Benchmarking

A precedent for councils in London to charge for 4 items has already been set.

Barnet Council	£45.00 (4 items)
Enfield Council	£53.50 for 3 items
Haringey Council	£20 for 4 items (£10 per extra item up to 10 items)
Harrow Council	£51.00 (4 items)
Greenwich Council	£44.60 (4 items)
Bromley Council	£18.50 per item

Are there any specific staffing implications?

N

What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)

Proposal strand	2023/24	2024/25	2025/26	TOTAL
	20,000.00			20,000.00
TOTAL	20,000.00			20,000.00
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	N	N	N	N

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If yes, please describe impact:	
What are the potential delivery risks and mitigation?	
Service currently being delivered but collection and disposal costs are subsidised from service budget and borne by all council tax payers not just those accessing the service. This places strain on council finances. Potential increase in fly tipping to avoid payment. Lewisham will monitor the levels of fly tipping as a potential outcome of this saving. The enviro-crime enforcement team will take enforcement action against offenders, the fixed penalty notice for fly tipping is £400.00 significantly more than paying for the service.	
Are there any specific legal implications?	
No legal implications. Non- statutory service	
Is public consultation required (formal/statutory)?	N

5. Impact & Outcomes

What is the likely impact of the proposed changes?				
Service Users				
There may be an increase in fly tipping which will need to be collected. This may be mitigated by the Environmental Crime Enforcement Team investigating and taking action. If charges are brought in, there may be a reduction in service requests, which will also reduce the strain on the service The service will recover costs instead of subsidising the service.				
Staff				
No impact anticipated				
Other Council Services				
No impact anticipated				
Partners				
No impact anticipated				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				Neutral
Disability				Neutral
Ethnicity				Neutral
Gender				Neutral
Gender reassignment				Neutral
Marriage and civil partnerships				Neutral
Pregnancy and maternity				Neutral
Religion and belief				Neutral

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

Sexual orientation				Neutral
Socio-economic inequality			Negative	
Is a full EAA required?			N	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				Neutral
Tackling the Housing crisis				Neutral
Giving children and young people the best start in life				Neutral
Building an inclusive local economy				Neutral
Delivering and defending: health, social care & support				Neutral
Making Lewisham greener		Positive		
Building safer communities				Neutral
Good governance and operational effectiveness	Positive			

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Fees and charges	John Wheatley/Kenny Wilks	February 2023
Planning	System set-up	John Wheatley/Kenny Wilks	March-April 2023
Implementation	Go live	John Wheatley/Kenny Wilks	April 2023
Review		John Wheatley/Kenny Wilks	September 2023

Corporate Equalities Analysis Assessment

Author	Kenny Wilks	Directorate	EHPR
Date	25 November 2022	Service	Street Environment (Public Realm)

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<p>5. The activity or decision that this assessment is being undertaken for Charges for bulky waste collection, Mattress collection, fridge/freezer collections and replacement waste/recycling containers.</p> <p>The decision is to introduce or increase charges for the collection of items and the replacement/provision of waste/recycling containers. The charges reflect the cost of the service and/or disposal costs, and links into Lewisham’s waste strategy that reflects Lewisham’s waste reduction, re-use and recycling objectives for residents and businesses over the next 10 years.</p>				
<p>6. The protected characteristics or other equalities factors potentially impacted by this decision</p>				
<input type="checkbox"/> Age	<input type="checkbox"/> Ethnicity/Race	<input type="checkbox"/> Religion or belief	<input type="checkbox"/> Language spoken	<input type="checkbox"/> Other, please define:
<input type="checkbox"/> Gender/Sex	<input type="checkbox"/> Gender identity	<input type="checkbox"/> Disability	<input checked="" type="checkbox"/> Household type	
<input type="checkbox"/> Income	<input type="checkbox"/> Carer status	<input type="checkbox"/> Sexual orientation	<input checked="" type="checkbox"/> Socio Economic	
<input type="checkbox"/> Marriage and Civil Partnership	<input type="checkbox"/> Pregnancy and Maternity	<input type="checkbox"/> Refugee/Migrant/Asylum seeker	<input type="checkbox"/> Health & Social Care	
<input type="checkbox"/> Nationality	<input type="checkbox"/> Employment	<input type="checkbox"/> Veterans or reservists		
<p>7. The evidence to support the analysis</p> <p>Lewisham has developed a waste strategy that will determine how waste reduction, re-use and recycling is managed within the borough for the next 10 years. Waste and recycling services are universal and provided to all residents, although the collection method may be different depending on the property type and the collection method used. Wheelie bins and food caddies for street properties, large wheeled containers in bin stores, or near entry points for blocks of flats, and variations of both for those living in flats above shops.</p> <p>The council provides a chargeable collection service for fridges and freezers, bulky waste, and a free collection service for mattresses and replacement waste and recycling containers.</p> <p>Collection costs have previously been subsidised, as the cost of the service was not recovered by the charge made for providing it, or for providing services free of charge. In future the charge for providing the service will cover the cost of service provision.</p> <p>When considering the protected characteristics or other equality factors that may be affected by this decision, account has been taken of the potential impact of increased costs and how they may impact on those with lower income, household type, and how this may present a barrier to accessing services.</p> <p>We considered the socio-economic impact - those families with less income may have less money to spend on collection and disposal of items no longer required if they purchase a new mattress for example.</p> <p>About 40% of households are within flats - either above shops, in blocks or on larger estates. People who live in flats often stay on a short term contract and this can often lead to marginalisation as they don’t have time to become part of the local community. The transient nature of this cluster means that new ways of engagement and</p>				

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

information sharing needs to be found so that people moving into accommodation of this type have access to the council's services and relevant information that will enable them to follow the correct procedures for waste and recycling collections and not fall foul of regulatory enforcement.

Reducing carbon emissions to improve air quality is very important and the impact on health and well-being for the elderly, younger people and the disabled has been taken into account by the purchase of modern EURO 6 collection vehicles that have the least impact on air quality when vehicles are collecting items or delivering/collecting waste/recycling containers or stationary whilst held up in traffic congestion.

8. The analysis

The council undertook a consultation 'Barriers to disposing of Waste' in Feb – April 2019 to gather information from residents on 3 key areas – Knowledge, Views and Experience to enable collection services to be tailored to service users and lead to a reduction in waste and an increase in recycling. The council received over 5500 responses to the consultation. The consultation consisted of a variety of methods to engage with residents including attendance at Assemblies, Drop Ins at libraries/community centres, JCD advertising boards, council website, social media and emails via Lewisham Life mailing list. Equality data was collected as part of the process. After the consultation period ended, the data collection was analysed and a conclusion and recommendation plan was compiled.

Action	Time-frame	Completed by
Update the London Borough of Lewisham's Waste Strategy	Commenced July 2019	Approved by Mayor and Cabinet December 2021
Revised communication and behaviour change programme to increase recycling and re-use and reduce waste	Ongoing	Completed May 2021.
Customer service training for crew members – following consultation feedback	Training to commence June 2019	Completed and ongoing
Review of the Re-Use and Recycling Centre – opening hours and materials guidance	Commence May 2019	Clearer guidance on web page. New booking schedule introduced November 2022
Clearer guidance around acceptable materials for recycling	Commence May 2019	Completed June 2021

During May 2021 the service conducted a waste composition survey to better understand the contents of the waste stream – to analyse what is being thrown away that could have been recycled.

A waste participation survey was also undertaken to understand the habits of the differing demographic clusters so that communication/behaviour change programmes can be adjusted to reduce waste and improve recycling.

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

The increase/ new charges for service provision are not likely to have a negative impact on equality of opportunity for people with protected characteristics, nor to have a negative impact on good relations between communities with protected characteristics and the rest of the population in Lewisham.

The introduction of charges that reflect the cost of collection and disposal is a fair way to reduce the subsidies that currently exist and borne in part by those who might not ever use the service. There are other alternatives to council services and these will be publicised so that potential users of the service know of other solutions.


The introduction of charges may present opportunities for advancing equality of opportunity for people with protected characteristics.

- Examples of opportunities:
- Sharing alternative opportunities for waste disposal to those living in purpose built flats and apartments in the private rented sector, housing associations and other social rented housing sectors where re-use and recycling services tend to be less convenient and less well maintained in purpose built blocks of flats, where socio-economic indicators may often be lower than in other households.
- Publicising initiatives such as Love Food Hate Waste campaign – that educate and encourage families by providing advice and recipes for healthy meals, how to manage a budget and purchase what is needed so there is less waste to throw away.
- Ensuring that waste reduction and recycling information is communicated in a way that can reach those with protected characteristics.
- Encouraging residents to take responsibility for their waste and recycling containers, to not leave them on the pavement except on collection day, to not overfill them to prevent damage etc.
- Sharing information on other solutions and opportunities to re-use, reduce and recycle and signpost people that may look for an alternative legal option to council provision.

5. Impact summary & 6. Mitigation.

<i>Protected characteristic</i>	<i>Impact</i>	<i>Mitigation</i>
Household type	Positive	<p>There will continue to be population growth and housing needs – more homes may be converted into short term tenancy flatted accommodation. ‘Churn’ amongst tenants makes it difficult to provide relevant information to new tenants. Churn amongst tenants can also increase the amount of items needing to be disposed of.</p> <p>We will provide information on the council website on the services and costs provided, other alternative providers/solutions and the penalties for fly tipping waste.</p>

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		Additional work needs to be undertaken with social landlords/managing agents to disseminate information and promote inclusion.
Income	Positive	<p>For those on benefits the council will consider a discretionary cost of £31 for the collection of 4 items. Such an offering will require a change to the existing system and residents will be required to provide evidence of receiving benefits to qualify for the discounted rate.</p> <p>Sharing information on other solutions and opportunities to re-use, reduce and recycle and signpost people that may look for an alternative legal option to council provision.</p>
<p>7. Service user journey that this decision or project impacts?</p> <p>Residents can access the Council's services through the contact centre via phone or email. Information is shared on the Council's website with individual services having their own sections with relevant information and advice on contact information, service standards, requirements or changes.</p> <p>The Council has a Corporate Complaints Policy and a dedicated team to manage complaints that may be directed to the relevant service in the first instance. All complaints are responded to within set timescales and there is an escalation process. All personal data is managed in accordance with the Data Protection Act 2018.</p> <p>The council will promote alternative solutions to the services provided by the council and encourage people to consider waste reduction and re-use before deciding to 'throw' items away. The penalties for fly tipping waste will also be highlighted as this is not an option for responsible waste disposal.</p> <p>Increasing the charges to cover the cost of the services provided and promoting responsible waste alternatives may contribute to reduction in waste requiring disposal, increased re-use and recycling and a shift in behaviour change regarding waste as a valuable commodity. The assessment has shown the waste strategy will have no negative impact on those with protected characteristics.</p> <p>The assessment will be shared with other Council services, as the Council is an organisation that supports residents and acknowledges its responsibility to look after them.</p>		
Signature of Director	 Zahur Khan 25/11/2022	

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

1. Proposal Overview	
Proposal title:	Charge for Mattress Collections
Reference:	HRPR_INC_04_Mattress-Collection-Charge
Lead officer:	Zahur Khan
Ward/s affected	All wards
Cabinet portfolio	Environment and Climate Action
Scrutiny committee/s	Sustainable Development

2. Decision Route		
Key Decision	Public Consultation	Staff Consultation
Y	N	N

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
Street Environment Service (SES) currently provides a free collection of mattresses on request. Because the service is free to residents the cost of collection, disposal and administration are borne from SES budgets. This places strain on the council finances and is not sustainable.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	6,292	(340)	5,952	
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?
The mattress collection service is offered free of charge. This is a non-statutory service and the service bears the cost of providing the service from its budget. The proposal is to make a reasonable charge to cover the cost of providing the service.

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

It is proposed to introduce the collection and disposal charge to residents who request a mattress collection from outside their property to better reflect the actual cost of the service.

Payment will need to be made before the service is provided.

The proposed charge would be £14.00 per mattress for the collection from ground floor which includes the collection, disposal and administration costs of providing the service. Benchmarked figures from other local authorities are provided below.

Benchmarking

A precedent for councils in London to charge for bulky items including mattresses has already been set.

Barnet Council	£35.00 (1 to 3 items)
Enfield Council	£15.00 (per item)
Haringey Council	£20.00 (£10 per extra item up to 10)
Harrow Council	£17.40 (per item)
Greenwich Council	£11.15 (per item)
Bromley Council	£11.92 (per item)
Lambeth Council	£17.00 (up to 2 items)
Southwark Council	£25.00 (up to 10 items)*
Croydon Council	£33.05 (up to 3 items)* £54.37 (4 – 6 items)*

* Can include white goods and mattresses

Are there any specific staffing implications?		N		
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
	25,000.00			25,000.00
TOTAL	25,000.00			25,000.00
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	N	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
We will signpost residents to other service providers on the Council website. Potential increase in fly tipping to avoid payment. Lewisham will monitor the levels of fly tipping as a potential outcome of this saving.				
Are there any specific legal implications?				
No legal implications – mattress collection is a non- statutory service				
Is public consultation required (formal/statutory)?		N		

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

5. Impact & Outcomes		
What is the likely impact of the proposed changes?		
Service Users		
<p>Free universal service open to all residents Disposal costs are borne through SES service budget Open to abuse by private landlords – tenants vacate, and service is used for collection/disposal Mattresses are recycled – waste is prevented from entering the waste stream Recycling rate is comparatively small in relation to the cost of the service Components of mattresses does contribute to recycling achievement Mattresses are combustible but cannot be taken for incineration at SELCHP as they block the flues because of their size. There may be an increase in fly tipping when charges are made. The enviro-crime enforcement team will take enforcement action against offenders, the fixed penalty notice for fly tipping is £400.00 significantly more than paying for the service. Fly tipping figures:</p>		
Fly tips 1/12/21 – 31/10/22		
Type	Quantity	
Mixed household/commercial	23,385	
Fridge/Freezers	1,686	
Mattresses	2,976	
Enforcement		
	Number issued	Income
Fixed Penalty Notices issued – 1/4/22 – 31/10/22	932	£99,830.00
Prosecutions	1 (9 pending)	£150.00 fine + suspended sentence
<p>Effectiveness of enforcement: The enviro-crime enforcement team has issued over 2,400 fixed penalty notices since inception in August 2021 and is tackling the issue. The fixed penalty notices are primarily for fly tipping and littering. Fly tipping includes furniture/building material/business waste etc., littering includes sacks of domestic waste.</p> <p>It is not possible to estimate the potential increase in fly tipping when charges are introduced. There is a chance this may occur but there not information to estimate this. Of course, an increase in fly tipping may not occur.</p>		
Staff		
No impact anticipated		
Other Council Services		
No impact anticipated		
Partners		
No impact anticipated		

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				Neutral
Disability				Neutral
Ethnicity				Neutral
Gender				Neutral
Gender reassignment				Neutral
Marriage and civil partnerships				Neutral
Pregnancy and maternity				Neutral
Religion and belief				Neutral
Sexual orientation				Neutral
Socio-economic inequality			Negative	
Is a full EAA required?			N	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				Neutral
Tackling the Housing crisis				Neutral
Giving children and young people the best start in life				Neutral
Building an inclusive local economy				Neutral
Delivering and defending: health, social care & support				Neutral
Making Lewisham greener		Positive		
Building safer communities				Neutral
Good governance and operational effectiveness	Positive			

6. Delivery Plan

Milestones	Key Steps	Lead Officer	Timescales
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Appendix 2 – Budget Reduction Proposals – Members – 2023/24

Initiation	Fees and charges	John Wheatley/Kenny Wilks	February 2023
Planning	System set-up	John Wheatley/Kenny Wilks	March-April 2023
Implementation	Go live	John Wheatley/Kenny Wilks	April 2023
Review		John Wheatley/Kenny Wilks	September 2023

Corporate Equalities Analysis Assessment

Author	Kenny Wilks		Directorate	EHPR
Date	25 November 2022		Service	Street Environment (Public Realm)
<p>9. The activity or decision that this assessment is being undertaken for Charges for bulky waste collection, Mattress collection, fridge/freezer collections and replacement waste/recycling containers.</p> <p>The decision is to introduce or increase charges for the collection of items and the replacement/provision of waste/recycling containers. The charges reflect the cost of the service and/or disposal costs, and links into Lewisham's waste strategy that reflects Lewisham's waste reduction, re-use and recycling objectives for residents and businesses over the next 10 years.</p>				
<p>10. The protected characteristics or other equalities factors potentially impacted by this decision</p>				
<input type="checkbox"/> Age	<input type="checkbox"/> Ethnicity/Race	<input type="checkbox"/> Religion or belief	<input type="checkbox"/> Language spoken	<input type="checkbox"/> Other, please define:
<input type="checkbox"/> Gender/Sex	<input type="checkbox"/> Gender identity	<input type="checkbox"/> Disability	<input checked="" type="checkbox"/> Household type	
<input type="checkbox"/> Income	<input type="checkbox"/> Carer status	<input type="checkbox"/> Sexual orientation	<input checked="" type="checkbox"/> Socio Economic	
<input type="checkbox"/> Marriage and Civil Partnership	<input type="checkbox"/> Pregnancy and Maternity	<input type="checkbox"/> Refugee/Migrant/Asylum seeker	<input type="checkbox"/> Health & Social Care	
<input type="checkbox"/> Nationality	<input type="checkbox"/> Employment	<input type="checkbox"/> Veterans or reservists		
<p>11. The evidence to support the analysis Lewisham has developed a waste strategy that will determine how waste reduction, re-use and recycling is managed within the borough for the next 10 years. Waste and recycling services are universal and provided to all residents, although the collection method may be different depending on the property type and the collection method used. Wheelie bins and food caddies for street properties, large wheeled containers in bin stores, or near entry points for blocks of flats, and variations of both for those living in flats above shops.</p>				

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The council provides a chargeable collection service for fridges and freezers, bulky waste, and a free collection service for mattresses and replacement waste and recycling containers.

Collection costs have previously been subsidised, as the cost of the service was not recovered by the charge made for providing it, or for providing services free of charge. In future the charge for providing the service will cover the cost of service provision.

When considering the protected characteristics or other equality factors that may be affected by this decision, account has been taken of the potential impact of increased costs and how they may impact on those with lower income, household type, and how this may present a barrier to accessing services.

We considered the socio-economic impact - those families with less income may have less money to spend on collection and disposal of items no longer required if they purchase a new mattress for example.

About 40% of households are within flats - either above shops, in blocks or on larger estates. People who live in flats often stay on a short term contract and this can often lead to marginalisation as they don't have time to become part of the local community. The transient nature of this cluster means that new ways of engagement and information sharing needs to be found so that people moving into accommodation of this type have access to the council's services and relevant information that will enable them to follow the correct procedures for waste and recycling collections and not fall foul of regulatory enforcement.

Reducing carbon emissions to improve air quality is very important and the impact on health and well-being for the elderly, younger people and the disabled has been taken into account by the purchase of modern EURO 6 collection vehicles that have the least impact on air quality when vehicles are collecting items or delivering/collecting waste/recycling containers or stationary whilst held up in traffic congestion.

12. The analysis

The council undertook a consultation 'Barriers to disposing of Waste' in Feb – April 2019 to gather information from residents on 3 key areas – Knowledge, Views and Experience to enable collection services to be tailored to service users and lead to a reduction in waste and an increase in recycling. The council received over 5500 responses to the consultation. The consultation consisted of a variety of methods to engage with residents including attendance at Assemblies, Drop Ins at libraries/community centres, JCD advertising boards, council website, social media and emails via Lewisham Life mailing list. Equality data was collected as part of the process. After the consultation period ended, the data collection was analysed and a conclusion and recommendation plan was compiled.

Action	Time-frame	Completed by
Update the London Borough of Lewisham's Waste Strategy	Commenced July 2019	Approved by Mayor and Cabinet December 2021
Revised communication and behaviour change programme to increase recycling and re-use and reduce waste	Ongoing	Completed May 2021.

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Customer service training for crew members – following consultation feedback	Training to commence June 2019	Completed and ongoing
Review of the Re-Use and Recycling Centre – opening hours and materials guidance	Commence May 2019	Clearer guidance on web page. New booking schedule introduced November 2022
Clearer guidance around acceptable materials for recycling	Commence May 2019	Completed June 2021

During May 2021 the service conducted a waste composition survey to better understand the contents of the waste stream – to analyse what is being thrown away that could have been recycled.

A waste participation survey was also undertaken to understand the habits of the differing demographic clusters so that communication/behaviour change programmes can be adjusted to reduce waste and improve recycling.

The increase/ new charges for service provision are not likely to have a negative impact on equality of opportunity for people with protected characteristics, nor to have a negative impact on good relations between communities with protected characteristics and the rest of the population in Lewisham.

The introduction of charges that reflect the cost of collection and disposal is a fair way to reduce the subsidies that currently exist and borne in part by those who might not ever use the service. There are other alternatives to council services and these will publicised so that potential users of the service know of other solutions.

The introduction of charges may present opportunities for advancing equality of opportunity for people with protected characteristics.

- Examples of opportunities:
- Sharing alternative opportunities for waste disposal to those living in purpose built flats and apartments in the private rented sector, housing associations and other social rented housing sectors where re-use and recycling services tend to be less convenient and less well maintained in purpose built blocks of flats, where socio-economic indicators may often be lower than in other households.
- Publicising initiatives such as Love Food Hate Waste campaign – that educate and encourage families by providing advice and recipes for healthy meals, how to manage a budget and purchase what is needed so there is less waste to throw away.
- Ensuring that waste reduction and recycling information is communicated in a way that can reach those with protected characteristics.
- Encouraging residents to take responsibility for their waste and recycling containers, to not leave them on the pavement except on collection day, to not overfill them to prevent damage etc.

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<ul style="list-style-type: none"> Sharing information on other solutions and opportunities to re-use, reduce and recycle and signpost people that may look for an alternative legal option to council provision. 		
<p>5. Impact summary & 6. Mitigation.</p>		
<i>Protected characteristic</i>	<i>Impact</i>	<i>Mitigation</i>
Household type	Positive	<p>There will continue to be population growth and housing needs – more homes may be converted into short term tenancy flatted accommodation. ‘Churn’ amongst tenants makes it difficult to provide relevant information to new tenants. Churn amongst tenants can also increase the amount of items needing to be disposed of.</p> <p>We will provide information on the council website on the services and costs provided, other alternative providers/solutions and the penalties for fly tipping waste.</p> <p>Additional work needs to be undertaken with social landlords/managing agents to disseminate information and promote inclusion.</p>
Income	Positive	<p>For those on benefits the council will consider a discretionary cost of £31 for the collection of 4 items. Such an offering will require a change to the existing system and residents will be required to provide evidence of receiving benefits to qualify for the discounted rate.</p> <p>Sharing information on other solutions and opportunities to re-use, reduce and recycle and signpost people that may look for an alternative legal option to council provision.</p>
<p>7. Service user journey that this decision or project impacts?</p> <p>Residents can access the Council's services through the contact centre via phone or email. Information is shared on the Council's website with individual services having their own sections with relevant information and advice on contact information, service standards, requirements or changes.</p> <p>The Council has a Corporate Complaints Policy and a dedicated team to manage complaints that may be directed to the relevant service in the first instance. All complaints are responded to within set timescales and there is an escalation process. All personal data is managed in accordance with the Data Protection Act 2018.</p>		

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The council will promote alternative solutions to the services provided by the council and encourage people to consider waste reduction and re-use before deciding to 'throw' items away. The penalties for fly tipping waste will also be highlighted as this is not an option for responsible waste disposal.

Increasing the charges to cover the cost of the services provided and promoting responsible waste alternatives may contribute to reduction in waste requiring disposal, increased re-use and recycling and a shift in behaviour change regarding waste as a valuable commodity. The assessment has shown the waste strategy will have no negative impact on those with protected characteristics.

The assessment will be shared with other Council services, as the Council is an organisation that supports residents and acknowledges its responsibility to look after them.

**Signature of
Director**



Zahur Khan 25/11/2022

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

1. Proposal Overview	
Proposal title:	Increase charge for fridge/freezer collections
Reference:	HRPR_INC_05_Fridge-Collection-Increased-Charge
Lead officer:	Zahur Khan
Ward/s affected	All wards
Cabinet portfolio	Environment and Climate Action
Scrutiny committee/s	Sustainable Development

2. Decision Route		
Key Decision	Public Consultation	Staff Consultation
Y	N	N

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
The Council provides a chargeable service to collect and dispose of fridges/fridge freezers. American style fridge/freezers are excluded from the service due to their size, weight and health and safety issues.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	6,292	340	5,952	
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?
The proposal is to increase the collection and disposal charge to £60.00 to cover the cost of providing the service.
Fridges/fridge freezers need to have pollutants removed before disposal and this is carried out and charged for by a licensed contractor at £20.00 per unit. The current Street Environment Service (SES) charge of £30.00 for collection, disposal and administration does not cover the actual cost of the service. In order to cover the cost of the service the charge needs to be uplifted to £60.00. This is a steep increase but

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is a result of benchmarking with prices quoted by registered waste contractors that offer similar collection and disposal of fridges/freezers that must include the removal of harmful pollutants before disposal.

The benchmarking with other Boroughs indicates that the cost of collecting fridges is being subsidised and does not cover the cost of providing the service.

A precedent for councils in London to charge for items including white goods has already been set.

Enfield Council	£43.90 (per item)
Bexley Council	£39.00 (per item)
Croydon	£33.05 (per item)
Southwark	£25.00 (per item)
Bromley Council	£63.52 (per item)
Lambeth Council	£17.00 (up to 2 items)
Southwark Council	£25.00 (up to 10 items) *
Croydon Council	£33.05 (up to 3 items) * £54.37 (4 – 6 items) *

* Can include fridge/freezers

Are there any specific staffing implications?		N		
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
	78,120.00			78,120.00
TOTAL	78,120.00			78,120.00
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	N	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<p>The increased charge for white good collection and disposal reflects the true cost of the service. It may be that demand for the service will reduce as customers look for cheaper or alternative disposal routes.</p> <p>Payment will need to be made before the service is provided.</p> <p>We will signpost customers to alternative disposal options on the council website</p> <p>Potential increase in fly tipping to avoid payment.</p> <p>Lewisham will monitor the levels of fly tipping as a potential outcome of this saving.</p> <p>The enviro-crime enforcement team will take enforcement action against offenders, the fixed penalty notice for fly tipping is £400.00 significantly more than paying for the service.</p>				
Legal Implications				
No legal implications - non-statutory service				
Is public consultation required (formal/statutory)?		N		

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5. Impact & Outcomes				
What is the likely impact of the proposed changes?				
Service Users				
<p>Collection and disposal service open to all residents at reasonable cost Disposal costs are currently borne through SES service budget Collection service reduces CFC being discharged – helping air quality White goods are recycled – waste is prevented from entering the waste stream Recycling rate achieved is comparatively small in relation to the cost of the service Maybe an increase in fly tipping when increased charges are made Fly tipping figures:</p>				
Fly tips 1/12/21 – 31/10/22				
Type	Quantity			
Mixed household/commercial	23,385			
Fridge/Freezers	1,686			
Mattresses	2,976			
Enforcement:				
	Number issued	Income		
Fixed Penalty Notices issued – 1/4/22 – 31/10/22	932	£99,830.00		
Prosecutions	1 (9 pending)	£150.00 fine + suspended sentence		
<p>Effectiveness of enforcement: The enviro-crime enforcement team has issued over 2,400 fixed penalty notices since inception in August 2021 and is tackling the issue. The fixed penalty notices are primarily for fly tipping and littering. Fly tipping includes furniture/building material/business waste etc., littering includes sacks of domestic waste.</p> <p>It is not possible to estimate the potential increase in fly tipping when charges are introduced. There is a chance this may occur but there not information to estimate this. Of course, an increase in fly tipping may not occur.</p>				
Staff				
No impact anticipated				
Other Council Services				
No impact anticipated				
Partners				
No impact anticipated				
Are there any specific equalities implications?				
Protected characteristics and other	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral

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equalities considerations				
Age				Neutral
Disability				Neutral
Ethnicity				Neutral
Gender				Neutral
Gender reassignment				Neutral
Marriage and civil partnerships				Neutral
Pregnancy and maternity				Neutral
Religion and belief				Neutral
Sexual orientation				Neutral
Socio-economic inequality			Negative	
Is a full EAA required?			N	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				Neutral
Tackling the Housing crisis				Neutral
Giving children and young people the best start in life				Neutral
Building an inclusive local economy				Neutral
Delivering and defending: health, social care & support				Neutral
Making Lewisham greener		Positive		
Building safer communities				Neutral
Good governance and operational effectiveness	Positive			

6. Delivery Plan

Milestones	Key Steps	Lead Officer	Timescales
Initiation	Fees and charges	John Wheatley/Kenny Wilks	February 2023

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Planning	System set-up	John Wheatley/Kenny Wilks	March-April 2023
Implementation	Go live	John Wheatley/Kenny Wilks	April 2023
Review		John Wheatley/Kenny Wilks	September 2023

Corporate Equalities Analysis Assessment

Author	Kenny Wilks		Directorate	EHPR
Date	25 November 2022		Service	Street Environment (Public Realm)
<p>13. The activity or decision that this assessment is being undertaken for Charges for bulky waste collection, Mattress collection, fridge/freezer collections and replacement waste/recycling containers.</p> <p>The decision is to introduce or increase charges for the collection of items and the replacement/provision of waste/recycling containers. The charges reflect the cost of the service and/or disposal costs, and links into Lewisham's waste strategy that reflects Lewisham's waste reduction, re-use and recycling objectives for residents and businesses over the next 10 years.</p>				
<p>14. The protected characteristics or other equalities factors potentially impacted by this decision</p>				
<input type="checkbox"/> Age	<input type="checkbox"/> Ethnicity/Race	<input type="checkbox"/> Religion or belief	<input type="checkbox"/> Language spoken	<input type="checkbox"/> Other, please define:
<input type="checkbox"/> Gender/Sex	<input type="checkbox"/> Gender identity	<input type="checkbox"/> Disability	<input checked="" type="checkbox"/> Household type	
<input type="checkbox"/> Income	<input type="checkbox"/> Carer status	<input type="checkbox"/> Sexual orientation	<input checked="" type="checkbox"/> Socio Economic	
<input type="checkbox"/> Marriage and Civil Partnership	<input type="checkbox"/> Pregnancy and Maternity	<input type="checkbox"/> Refugee/Migrant/Asylum seeker	<input type="checkbox"/> Health & Social Care	
<input type="checkbox"/> Nationality	<input type="checkbox"/> Employment	<input type="checkbox"/> Veterans or reservists		
<p>15. The evidence to support the analysis Lewisham has developed a waste strategy that will determine how waste reduction, re-use and recycling is managed within the borough for the next 10 years. Waste and recycling services are universal and provided to all residents, although the collection method may be different depending on the property type and the collection method used. Wheelie bins and food caddies for street properties, large wheeled containers in bin stores, or near entry points for blocks of flats, and variations of both for those living in flats above shops.</p>				

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The council provides a chargeable collection service for fridges and freezers, bulky waste, and a free collection service for mattresses and replacement waste and recycling containers.

Collection costs have previously been subsidised, as the cost of the service was not recovered by the charge made for providing it, or for providing services free of charge. In future the charge for providing the service will cover the cost of service provision.

When considering the protected characteristics or other equality factors that may be affected by this decision, account has been taken of the potential impact of increased costs and how they may impact on those with lower income, household type, and how this may present a barrier to accessing services.

We considered the socio-economic impact - those families with less income may have less money to spend on collection and disposal of items no longer required if they purchase a new mattress for example.

About 40% of households are within flats - either above shops, in blocks or on larger estates. People who live in flats often stay on a short term contract and this can often lead to marginalisation as they don't have time to become part of the local community. The transient nature of this cluster means that new ways of engagement and information sharing needs to be found so that people moving into accommodation of this type have access to the council's services and relevant information that will enable them to follow the correct procedures for waste and recycling collections and not fall foul of regulatory enforcement.

Reducing carbon emissions to improve air quality is very important and the impact on health and well-being for the elderly, younger people and the disabled has been taken into account by the purchase of modern EURO 6 collection vehicles that have the least impact on air quality when vehicles are collecting items or delivering/collecting waste/recycling containers or stationary whilst held up in traffic congestion.

16. The analysis

The council undertook a consultation 'Barriers to disposing of Waste' in Feb – April 2019 to gather information from residents on 3 key areas – Knowledge, Views and Experience to enable collection services to be tailored to service users and lead to a reduction in waste and an increase in recycling. The council received over 5500 responses to the consultation. The consultation consisted of a variety of methods to engage with residents including attendance at Assemblies, Drop Ins at libraries/community centres, JCD advertising boards, council website, social media and emails via Lewisham Life mailing list. Equality data was collected as part of the process. After the consultation period ended, the data collection was analysed and a conclusion and recommendation plan was compiled.

Action	Time-frame	Completed by
Update the London Borough of Lewisham's Waste Strategy	Commenced July 2019	Approved by Mayor and Cabinet December 2021
Revised communication and behaviour change programme to increase recycling and re-use and reduce waste	Ongoing	Completed May 2021.

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Customer service training for crew members – following consultation feedback	Training to commence June 2019	Completed and ongoing
Review of the Re-Use and Recycling Centre – opening hours and materials guidance	Commence May 2019	Clearer guidance on web page. New booking schedule introduced November 2022
Clearer guidance around acceptable materials for recycling	Commence May 2019	Completed June 2021

During May 2021 the service conducted a waste composition survey to better understand the contents of the waste stream – to analyse what is being thrown away that could have been recycled.

A waste participation survey was also undertaken to understand the habits of the differing demographic clusters so that communication/behaviour change programmes can be adjusted to reduce waste and improve recycling.

The increase/ new charges for service provision are not likely to have a negative impact on equality of opportunity for people with protected characteristics, nor to have a negative impact on good relations between communities with protected characteristics and the rest of the population in Lewisham.

The introduction of charges that reflect the cost of collection and disposal is a fair way to reduce the subsidies that currently exist and borne in part by those who might not ever use the service. There are other alternatives to council services and these will publicised so that potential users of the service know of other solutions.

The introduction of charges may present opportunities for advancing equality of opportunity for people with protected characteristics.

- Examples of opportunities:
- Sharing alternative opportunities for waste disposal to those living in purpose built flats and apartments in the private rented sector, housing associations and other social rented housing sectors where re-use and recycling services tend to be less convenient and less well maintained in purpose built blocks of flats, where socio-economic indicators may often be lower than in other households.
- Publicising initiatives such as Love Food Hate Waste campaign – that educate and encourage families by providing advice and recipes for healthy meals, how to manage a budget and purchase what is needed so there is less waste to throw away.
- Ensuring that waste reduction and recycling information is communicated in a way that can reach those with protected characteristics.
- Encouraging residents to take responsibility for their waste and recycling containers, to not leave them on the pavement except on collection day, to not overfill them to prevent damage etc.

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<ul style="list-style-type: none"> Sharing information on other solutions and opportunities to re-use, reduce and recycle and signpost people that may look for an alternative legal option to council provision. 		
5. Impact summary & 6. Mitigation.		
<i>Protected characteristic</i>	<i>Impact</i>	<i>Mitigation</i>
Household type	Positive	<p>There will continue to be population growth and housing needs – more homes may be converted into short term tenancy flatted accommodation. ‘Churn’ amongst tenants makes it difficult to provide relevant information to new tenants. Churn amongst tenants can also increase the amount of items needing to be disposed of.</p> <p>We will provide information on the council website on the services and costs provided, other alternative providers/solutions and the penalties for fly tipping waste.</p> <p>Additional work needs to be undertaken with social landlords/managing agents to disseminate information and promote inclusion.</p>
Income	Positive	<p>For those on benefits the council will consider a discretionary cost of £31 for the collection of 4 items. Such an offering will require a change to the existing system and residents will be required to provide evidence of receiving benefits to qualify for the discounted rate.</p> <p>Sharing information on other solutions and opportunities to re-use, reduce and recycle and signpost people that may look for an alternative legal option to council provision.</p>
7. Service user journey that this decision or project impacts?		
<p>Residents can access the Council's services through the contact centre via phone or email. Information is shared on the Council's website with individual services having their own sections with relevant information and advice on contact information, service standards, requirements or changes.</p> <p>The Council has a Corporate Complaints Policy and a dedicated team to manage complaints that may be directed to the relevant service in the first instance. All complaints are responded to within set timescales and there is an escalation process. All personal data is managed in accordance with the Data Protection Act 2018.</p>		

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The council will promote alternative solutions to the services provided by the council and encourage people to consider waste reduction and re-use before deciding to 'throw' items away. The penalties for fly tipping waste will also be highlighted as this is not an option for responsible waste disposal.

Increasing the charges to cover the cost of the services provided and promoting responsible waste alternatives may contribute to reduction in waste requiring disposal, increased re-use and recycling and a shift in behaviour change regarding waste as a valuable commodity. The assessment has shown the waste strategy will have no negative impact on those with protected characteristics.

The assessment will be shared with other Council services, as the Council is an organisation that supports residents and acknowledges its responsibility to look after them.

**Signature of
Director**



Zahur Khan 25/11/2022

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

1. Proposal Overview	
Proposal title:	Increased Garage Income
Reference:	HRPR_INC_06_Garage-Fee-Review
Lead officer:	Patrick Dubeck
Ward/s affected	All Wards
Cabinet portfolio	Housing Development and Planning
Scrutiny committee/s	Sustainable Development

2. Decision Route		
Key Decision	Public Consultation	Staff Consultation
Y	N	N

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>There are approximately 134 Council garage sites in the borough, comprising 182 garage blocks. There are approximately 2,379 individual garages. Approximately 1,801 of the garages are let to Lewisham Homes and Brockley social tenants and 578 are let to non-Lewisham Homes or Brockley social tenants. The current waiting list for garages is over 2,500 applicants. The void levels are quite high, and this is often due to the condition.</p> <p>Taken together, the garage portfolio generates an annual income of approximately £1.3M to the general fund.</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	236	1,266	-1,030	
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?

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Currently, a housing tenant with LB Lewisham pays a basic rate for a garage (subject to any specific discounts agreed) and a non-housing tenant pays the basic price with the addition of 20% VAT. Blue Badge holders receive a 50% deduction on the weekly rent although this is entirely discretionary.

The highest rent charged in 2021/22 was £23.74 per week (less than £100 p/m) and the lowest is £5.86 per week (less than £25 p/m). However, some garages are charged at less than the lowest rate per week. These are discounted rates (50% of the full charge) for tenants with blue badges. As noted above this is discretionary.

Garages are not a core social dwelling provision and therefore can be charged at a higher level. The Council's current approach to garage rent setting has been to increase rents annually based on inflation using the retail price index (RPI). Although this approach is likely to continue, it necessary to review the whole garage portfolio to consider issues such as condition, location, use, voids and current discount scheme.

As a comparator, garage rent levels in neighbouring boroughs are charged at:

- Southwark - £22.40 p/w (Council tenants / leaseholders / resident freeholders who qualify). £17.40 p/w for those above 70+ / those with mobility allowance. £39.20 p/w (private flat rate);
- Lambeth - £19 per week for Lambeth Council tenants. £22.50 per week for Lambeth Council leaseholders. £36 per week for other residents (non-council tenants and homeowners);
- Islington - Charges are based on emissions. £10.65 p/w for A rated up to £23.43 p/w for D rated for Council tenants. Charges are based on emissions. £23.94 p/w for A rated up to £52.56 p/w for D rated for everyone else.
- Camden - Depends on the postcode address £25p/w - £50 p/w.

It is clear from the above that garage rents in Lewisham are considerably less than other neighbouring or inner London boroughs. This proposal is therefore proposing a comprehensive review of the garage portfolio over the coming year. The review will provide a greater understanding of the condition of the garages and an assessment of whether there is a need for investment which will ensure the Council derives the maximum it can from their use. It will also help ensure voids are kept to a minimum. The application of rental increases will seek to recognise the condition of the garage units.

Further, the review will allow for an assessment of whether the Council could consider location based charging for garages which will reflect general housing rental levels across the borough. There will also be some consideration given to reviewing their use in some location to determine whether other more beneficial uses can be generated from them.

Are there any specific staffing implications?	N			
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Increased income from garage portfolio	£130,000	£70,000	£50,000	£250,000

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TOTAL	£130,000	£70,000	£50,000	£250,000
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	N	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<p>Proposed rent increase not approved: The Council's approach over at least the past 5-years has been to increase rent in line with RPI. It is therefore unlikely this will change in 2023/24. Although inflation is projected to reach 13% in 2023, the proposal below has been cautious in projecting income based on 10% increase.</p> <p>Estimated Income not being achieved: The profiled income has been set out to reflect when they are likely to be achieved. For example, RPI is likely to remain above 10% early next year. Therefore, assuming a 10% rent increase on current levels will generate another £130k annually. Also, the proposed review and investment in the portfolio will help reduce voids thereby increasing lets and income and adopting a location based rent setting beyond the norm for future years will help increase income overall.</p>				
Are there any specific legal implications?				
None. However, it is expected that there will be a call on internal legal resources to negotiate the lettings.				
Is public consultation required (formal/statutory)?			N	

5. Impact & Outcomes

What is the likely impact of the proposed changes?				
Service Users				
None.				
Staff				
None.				
Other Council Services				
None.				
Partners				
None.				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				X
Disability				X
Ethnicity				X
Gender				X
Gender reassignment				X
Marriage and civil partnerships				X

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Pregnancy and maternity				X
Religion and belief				X
Sexual orientation				X
Socio-economic inequality				X
Is a full EAA required?			N	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				X
Tackling the Housing crisis				X
Giving children and young people the best start in life				X
Building an inclusive local economy				X
Delivering and defending: health, social care & support				X
Making Lewisham greener				X
Building safer communities				X
Good governance and operational effectiveness	X			

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation			
Planning			
Implementation			
Review			

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1. Proposal Overview	
Proposal title:	Temporary Accommodation Cost Reduction Project
Reference:	HRPR_SAV_01_Temp-Accom-Cost-Reduction
Lead officer:	Fen Beckman
Ward/s affected	All Wards
Cabinet portfolio	Housing Management and Homelessness
Scrutiny committee/s	Housing

2. Decision Route		
Key Decision	Public Consultation	Staff Consultation
No	No	No

3. Contextual Information
<p>Which service area/s are in the scope of the cuts proposal?</p> <p>The whole of the Housing Services Division is in scope for this cost reduction proposal. The Housing Services Division works to support people who are in housing need, gives advice to customers on their housing options, works to raise standards in the private rented sector and to enable residents to live independently in their homes through the provision of grants for home adaptations. The Division works very closely with Lewisham Homes and RB3 who manage the Council's housing stock as well as with other registered providers, and partner organisations across the private, voluntary and community sectors to deliver its functions.</p> <p>The main focus of the activity to deliver this saving proposal will be within the Housing Needs and Refugee Service area. The Housing Needs and Refugee Services is responsible for: -</p> <ul style="list-style-type: none"> ○ delivering our statutory homelessness services through front-line homelessness prevention and relief services; ○ procuring temporary homes for a range of customers across the Council who are in housing need; ○ working in partnership with the TA suppliers to allocate temporary accommodation for customers in housing need as well as allocating and discharging customers into the private rented sector ○ supporting our customers who are living in temporary accommodation in and out of the borough and working to help them settle into the private rented sector ○ working with customers who have no recourse to public funds; ○ delivering the award-winning refugee resettlement programme ○ jointly working with children's social care on s17 (Children's Act 1989) homeless households ○ Working in partnership with RPs on the allocations and lettings of social homes

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- Undertaking statutory reviews of decisions and coordinating the management of complaints across the Division

The Housing Management team and the Customer Services, Income and Welfare Benefits team in Lewisham Homes will also come into scope of this proposal as the Housing Needs service works very closely with these two teams in Lewisham Homes on the management of some of our temporary accommodation including rent collection.

What is the controllable budget of the service area/s?

Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	38,547	34,696	3,851
HRA			
DSG			
Health			
TOTAL			

What is the staffing profile of the service area/s?

Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	10	8.57	4	4.00
Scale 6 – SO2	50	49.20	3	3.00
PO1 – PO5	38	39.00	6	6.00
PO6 – PO8	5	5.00		
SMG1 – SMG3	3	2.50	1	1.00
JNC	1	1.00		

4. Cuts Proposal

What changes are proposed to the service area/s?

The Housing Services Division is forecast to overspend by £4.3m in 2022/23. The overspend is mainly related to the increase in the numbers of people accommodated in temporary accommodation, and more specifically in nightly paid accommodation which has risen from 745 at the start of April 2021 to 1,026 at the end of October 2022. The monthly average number of people accommodated for financial year 2021/22 was 866. The current monthly average for 2022/23 is 1,016.

The aim of this project will be to identify and extract efficiencies by undertaking an end-to-end review from the point at which an individual/household approaches the service with a housing need to the point they exit the service either as a result of receiving an offer of social housing, accepting a private rented sector offer or the service not having a duty to accommodate the household under Housing legislation.

This proposal is not a “Cuts” proposal but a proposal to reduce the current spend, thereby reducing the overall pressures on the Council’s budget.

There is an “invest to save” requirement in order to deliver this proposal. The requirement is for £300k to fund the cost of a dedicated project team who will work alongside the service to oversee a wide-ranging programme of interventions aimed

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at reducing LBL's overspend on TA. The proposed programme will include activities aimed at: -

- a. Reducing the number of households becoming homeless (Prevention)
- b. Reducing the number of households in nightly-paid TA
- c. Reducing the cost of TA placements
- d. Increasing the number of households moving out of TA
- e. Enhancing and improving the use of data to make decisions on temporary accommodation placements

A more detailed breakdown of the individual works streams and associated cost reductions is attached at Annex A.

A programme manager should be appointed for a period of 24 months to oversee the programme with support from business support officers / project workers. This will incur a cost of £300k over the period of the project, with projected cost reductions of £200k in the first year, a further £300k in the second year and a further £500k in the third year. These figures are based on a range of assumptions and constitute the best-case scenario projections.

Each work stream would be directed by the programme manager with administrative and operational support from the business support officers/project workers. The work streams proposed under this project involve the delivery of specific activities not currently covered by the existing structure, and thus additional capacity would allow significant progress to be made on many of the work streams and give the services the opportunity to transition many of the legacy activities to business-as-usual work that can be completed from year 3 of the programme.

The programme manager would report directly into the Director of Housing/Head of Service. Business Support Officers will report to the programme manager and support driving the project forward.

Are there any specific staffing implications?		No		
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
	£200,000	£300,000	£500,000	£1,000,000
TOTAL	£200,000	£300,000	£500,000	£1,000,000
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Yes	No	No	No
If yes, please describe impact:	The impact will be a reduction in the General Fund overspend which is currently expected to be £4.3m in 2022/23.			
What are the potential delivery risks and mitigation?				
The proposal is being put forward at a time when there is a cost of living crisis and so demand for the service is expected to continue increasing in Lewisham as it is across London. However, as this proposal is not aiming to stop delivery of the service, customers who are in housing need and are eligible for support will continue to receive support.				

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<p>There is a lack of affordable properties in the market due to increases in rents in the private rented sector. This is a key risk to the success of this project as due to the lack of social properties, most of our homeless households resolve their housing needs by moving into the private rented sector. The mitigation for this is for the service to continue working very closely with landlords and other partners to implement new initiatives aimed at increasing the supply of affordable properties as well as working with families to improve their circumstances (e.g. supporting them into employment), so that they are not benefit capped.</p> <p>In addition, as the service heavily relies on the private rented sector for temporary accommodation, the increase in rents is leading to an increase in costs for the service. So, this will have an impact on the amount of rent that we are able to recoup. We are mitigating this by reviewing our portfolio of temporary accommodation properties including our leasing schemes.</p>	
<p>Are there any specific legal implications?</p>	
<p>The Council has a legal statutory duty to comply with the Homelessness Reduction Act 2017 and the Housing Act 1996. This requires that those who are homeless and in priority need are accommodated until decisions are reached on their homelessness application and they can be moved on once there is accommodation available. The public sector equality duty (PSED) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. The Equality legislation requires the Council to have “due regard” for advancing equality involves removing or minimising disadvantages suffered by people due to their protected characteristics and taking steps to meet the needs of people from protected groups where these are different from the needs of other people. Homeless households can meet the protected characteristics criteria as set out in the Equality Act 2010. These can include age, both young and older people, disability, pregnancy and maternity. The proposal to be put forward must ensure be minded of the afore mentioned legislation, the council statutory duty and the people from protected groups are close to support networks and health care as this will assist with the health and well-being of such households and lessen the otherwise negative impact of experiencing homelessness.</p>	
<p>Is public consultation required (formal/statutory)?</p>	<p>No</p>

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

The likely impact of the proposal on most service users will be positive as the most effective way of reducing the cost of temporary accommodation is to reduce the amount of time households spend in temporary accommodation.

Staff

The likely impact of the proposal on staff will be positive as a result of having more efficient processes.

Other Council Services

Whilst there is a risk that the proposal may lead to re-categorisation of costs within the Council, the overall impact on other council services will be positive as the

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activities that will be undertaken to reduce the cost of temporary accommodation will have a positive impact on the other services that interface with Housing.

Partners

The impact to partners is likely to be positive as an improvement in the business processes within housing services is likely to lead to a smoother interface with partners.

Are there any specific equalities implications?

Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				}
Disability				}
Ethnicity				}
Gender				}
Gender reassignment				}
Marriage and civil partnerships				}
Pregnancy and maternity				}
Religion and belief				}
Sexual orientation				}
Socio-economic inequality				}

Is a full EAA required?	No although the project plan will be kept under review so that if any of the activities have an equalities implication an EAA will be carried out.			
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How do the proposed changes align with the Council's Corporate Strategy?

Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				}
Tackling the Housing crisis	Positive			
Giving children and young people the best start in life	Positive			

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Building an inclusive local economy				1
Delivering and defending: health, social care & support	Positive			
Making Lewisham greener				1
Building safer communities				1
Good governance and operational effectiveness	Positive			

6. Delivery Plan

Milestones	Key Steps	Lead Officer	Timescales
Initiation	<ul style="list-style-type: none"> Recruit and appoint programme manager and team Set up a project team Agree the business case and deliverables 	Fen Beckman	September to December 2022
Planning	<ul style="list-style-type: none"> Set up the project workstreams 	TA Cost Reduction Project Team	January to March 2023
Implementation	<ul style="list-style-type: none"> Implement the project alongside the business as usual and service improvement activities 	TA Cost Reduction Project Team	April 2023 to December 2025
Review	<ul style="list-style-type: none"> Review and undertake an evaluation of the project 	TA Cost Reduction Project Team	January 2026 to March 2026

Annex A – work streams and potential cost reductions

	2023-24	2024-25	2025-26	Total
Rent account closures*	-	-	-	-
Reduction in spend on storage	£114,000			
Recategorising spend on care leavers accommodation to CYP	£245,220			

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Total reduction in spend on utility bills		£333,000	£166,000	
Reduction in spend on TA through prevention		£162,360		
Reduction in spend on TA through move-on			£487,080	
Increase in cost recovery through HB in hotels	-	-	-	-
Total cost reduction	£359,220	£495,360	£653,080	
Programme resource	£150,000	£150,000	£0	
Net forecast	£209,220	£345,360	£653,080	£1,207,660
Target	£200,000	£300,000	£500,000	£1,000,000

**Whilst the rent account closures will not deliver actual revenue cost reductions, this work stream will avoid artificial arrears reports and overestimated forecasts. This is expected to reduce the overall pressures forecast and provide a truer reflection of our pressures.*

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1. Proposal Overview	
Proposal title:	Review of the road safety service
Reference:	HRPR_SAV_02_Road Safety Review
Lead officer:	Zahur Khan
Ward/s affected	Multiple
Cabinet portfolio	Environment and Climate
Scrutiny committee/s	CYP & Sustainable Development

2. Decision Route		
Key Decision	Public Consultation	Staff Consultation
Y	N	Y

3. Contextual Information			
Which service area/s are in the scope of the cuts proposal?			
<p>The Road Safety Service carries out a range of education, training, publicity and engineering measures to improve road users' road safety awareness and behaviours in the aim to reduce the numbers of people killed and injured on the road.</p> <p>The service currently provides the following programmes to encourage active and safer travel - school travel plans, cycle training and maintenance, School Streets programme, road safety education, specific road safety education and training for vulnerable road user group and the school crossing patrol service. There are currently 3 full time officers (1x PO6, 1 x PO3 & 1x SO1) and 21 term time/part time school crossing patrol officers in post. A further 7 school crossing patrol posts are currently vacant.</p> <p>The current salary costs for the road safety team are approximately £320k per annum.</p> <p>The proposal is to carry out a review of the service to identify where efficiencies can be made. The review will balance the need to continue to provide a statutory level of service against any areas where non-statutory services or activities can be reduced.</p> <p>No consultation has yet been carried out with staff concerned and this would be undertaken once the review has been undertaken and the proposals drafted. Areas for efficiency savings will be based on the outcome of these consultations.</p>			
What is the controllable budget of the service area/s?			
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	140	0	140
HRA			
DSG			
Health			
TOTAL			
What is the staffing profile of the service area/s?			
Grades		FTE	Vacant Posts

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	Number Of Posts		Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	21			7
Scale 6 – SO2	1			
PO1 – PO5	1			
PO6 – PO8	1			
SMG1 – SMG3				
JNC				

4. Cuts Proposal

What changes are proposed to the service area/s?

A service saving of £140,000 over 2 years is proposed.

There has been no consultation with staff at this time, so details of the types of saving cannot be provided.

Current vacancies within the service consist of 7 school crossing patrol posts. Potential savings from releasing the vacant school crossing patrol officer posts is £42,000 (based on an average £6,000 annual salary).

For any reduction in service assessment work will be undertaken to consider mitigation measures should these be necessary.

The detailed programme of removal will also need to consider the HR implications, including redundancy costs if required.

The full saving of the £140,000 will be spread over two financial years to accommodate the estimated cost of any redundancy payments, which will need to be agreed as part of the HR process.

Are there any specific staffing implications?

Y

What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)

Proposal strand	2023/24	2024/25	2025/26	TOTAL
If funded from capital				
If funded through revenue	70	70	0	140
TOTAL	70	70	0	140
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N

If yes, please describe impact:

What are the potential delivery risks and mitigation?

Reputation is a risk; road safety is a visible and respected service; any reduction would likely generate negative publicity and increased correspondence. Clear

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communication to the public and schools will be needed to address concerns and perceptions.

Are there any specific legal implications?

In taking a decision to cease to continue to provide such a service the Council must consider all relevant matters and disregard irrelevant matters. For a successful challenge to be made against the Council, the decision would need to be outside the limits, which any reasonable local authority would operate. 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.

In summary, the Council must, in the exercise of its functions, have due regard to the need to:

eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

advance equality of opportunity between people who share a protected characteristic and those who do not.

foster good relations between people who share a protected characteristic and those who do not.

It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed above.

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.

The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

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

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

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<p>The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:</p> <ul style="list-style-type: none"> • 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 <p>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:</p> <p>https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1</p>	
<p>Is public consultation required (formal/statutory)?</p>	<p>N</p>

5. Impact & Outcomes	
What is the likely impact of the proposed changes?	
Service Users	
<p>The reduction of the service is likely to have an impact on service users who currently are used to using it.</p> <p>The reduction of the service will be seen as a road safety risk to some users.</p> <p>Road collisions/incidents may drive perception links to the cessation of this service.</p> <p>Potential negative media coverage.</p> <p>May be seen discouraging more walking and cycling as part of our efforts to improve the mode shift and health of residents. May encourage more driving children to school.</p> <p>Some users may see this proposal as contradictory to supporting the Mayoral target of 'Vision Zero'.</p>	
Staff	
<p>Staff to be consulted on proposals.</p>	
Other Council Services	
<p>None</p>	
Partners	

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None				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age	Negative			
Disability	Negative			
Ethnicity		Negative		
Gender				Neutral
Gender reassignment				Neutral
Marriage and civil partnerships				Neutral
Pregnancy and maternity				Neutral
Religion and belief				Neutral
Sexual orientation				Neutral
Socio-economic inequality				Neutral
Is a full EAA required?			Y	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				Neutral
Tackling the Housing crisis				Neutral
Giving children and young people the best start in life			Negative	
Building an inclusive local economy				Neutral
Delivering and defending: health, social care & support				Neutral
Making Lewisham greener				Neutral
Building safer communities			Negative	
Good governance and operational effectiveness				Neutral

6. Delivery Plan

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Milestones	Key Steps	Lead Officer	Timescales
Initiation	Complete a full project plan and identify risks, including financial and reputational. Initiate talks and consultation with affected staff.	Paul Boulton Support from HR	4 weeks
Planning	As part of the org change process undertake an equality impact assessment.	Paul Boulton Support from HR	6 – 8 weeks
Implementation	Subject to outcome of consultation.	Paul Boulton Support from HR	16 weeks
Review	Monitoring outcome.	Paul Boulton Support from HR	4 weeks

Equalities Analysis Assessment Template

Author	Paul Boulton	Directorate	Public Realm
Date	25 November 2022	Service	Strategic Transport
<p>17. The activity or decision that this assessment is being undertaken for</p> <p>The proposal is to carry out a review of the Road Safety service to identify where efficiencies can be made. The service currently provide the following programmes to encourage active and safer travel - school travel plans, cycle training and maintenance, School Streets programme, road safety education, specific road safety education and training for vulnerable road user group and the school crossing patrol service.</p>			

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The service establishment consists of 3 full time road safety officer posts and 21 term time only school crossing patrol officers. A further 7 school crossing patrol posts are currently vacant.

No consultation has yet been carried out with staff concerned and this would be undertaken once the review has been carried out and the proposals drafted. Areas for efficiency savings will be based on the outcome of these consultations.

18. The protected characteristics or other equalities factors potentially impacted by this decision

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Ethnicity/Race	<input type="checkbox"/> Religion or belief	<input type="checkbox"/> Language spoken	<input type="checkbox"/> Other, please define:
<input type="checkbox"/> Gender/Sex	<input type="checkbox"/> Gender identity	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Household type	
<input type="checkbox"/> Income	<input type="checkbox"/> Carer status	<input type="checkbox"/> Sexual orientation	<input checked="" type="checkbox"/> Socio Economic	
<input type="checkbox"/> Marriage and Civil Partnership	<input type="checkbox"/> Pregnancy and Maternity	<input type="checkbox"/> Refugee/Migrant/ Asylum seeker	<input type="checkbox"/> Health & Social Care	
<input type="checkbox"/> Nationality	<input type="checkbox"/> Employment	<input type="checkbox"/> Veterans or reservists		

19. The evidence to support the analysis

The Lewisham Road Safety service is responsible for a range of services aimed to reduce the number of people injured on the road and to increase active and sustainable travel modes.

This includes road safety engineering, enforcement, education, cycle training, school travel planning and school crossing patrol service.

As a local highway authority, Lewisham has a statutory duty to undertake studies into road traffic collisions, and to take steps both to reduce and prevent them. The duties are not prescriptive and give Lewisham scope to realign the service to meet the current needs and challenges facing the borough. The outcome of the review would ensure that Lewisham continued to provide a statutory level of service.

When considering the protected characteristics or other equality factors that may be affected by this decision, the review will carefully consider the impact of those protected groups, in particular those with age, disability and socio-economic factors, and put in place mitigation.

The risk of being injured in a road collision increases in areas with higher deprivation indices.

There are more road traffic collisions recorded in the most deprived neighbourhoods in London than the least deprived; the 10% of areas with the

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highest deprivation saw nearly 3,000 casualties in 2019, more than double the 1,400 in the 10% of areas with the lowest deprivation.

A recent report cites Britain's poorest people and people from ethnic minority groups already bear the brunt of traffic congestion and air pollution. This important new report shows that they are also more likely to be a casualty. Deprivation doubles the risk of becoming a pedestrian casualty. People from an ethnic minority (excluding non-white minorities) are 25% more likely to be a casualty than white pedestrians. However, the research, which looked at ten years of collisions reported to the police across Britain, cannot tell us why some groups are more at risk. It is likely to be due, in part, to the amount of time spent as a pedestrian. The National Travel Survey shows that people from ethnic minorities and deprived backgrounds are more likely to walk and less likely to have a car. Road traffic and Injury Risk in Ethnic Minority Populations Report, Agilysis and Living Streets May 2021.

Any mitigation would be based on a risk managed approach using a range of indices including average speeds, volume of pedestrians, traffic flows, road collision history and other mitigations already in place. Following use of a consistent risk assessment formula will ensure that those with protected characteristics and other impacted groups and not adversely impacted.

20. The analysis

The proposal is to carry out a review of the service to identify where efficiencies can be made. The review will balance the need to continue to provide a statutory level of service against any areas where non-statutory services or activities can be reduced.

No formal consultation has yet been carried out with staff concerned and this would be undertaken once the review has been carried out and the proposals drafted. Areas for efficiency savings will be based on the outcome of these consultations.

It is proposed also that to reduce the impact on staff the efficiency savings would be taken over a two year period. This will also ensure that any mitigation required to off-set the impact on those with protected characteristics and other groups can be put in place.


5. Impact summary & 6. Mitigation.

<i>Protected characteristic</i>	<i>Impact</i>	<i>Mitigation</i>
Age	Negative	Introduction of School Streets to reduce traffic volume in the vicinity of schools. Create School Safety Zones to create a version of a School Street that can be used where a traditional school street is not feasible in order to slow traffic, improve pedestrian space, encourage walking and cycling.

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		<p>Improvements to existing pedestrian crossings points, including introduction of controlled crossings such as Zebras and Toucans.</p> <p>Improve advanced warning signs and road markings near pedestrian crossing points and schools.</p>
Ethnicity/Race	Negative	<p>Introduction of School Streets to reduce traffic volume in the vicinity of schools.</p> <p>Create School Safety Zones to create a version of a School Street that can be used where a traditional school street is not feasible in order to slow traffic, improve pedestrian space, encourage walking and cycling.</p> <p>Improvements to existing pedestrian crossings points, including introduction of controlled crossings such as Zebras and Toucans.</p> <p>Improve advanced warning signs and road markings near pedestrian crossings and schools.</p>
Disability	Negative	<p>Introduction of School Streets to reduce traffic volume in the vicinity of schools.</p> <p>Create School Safety Zones to create a version of a School Street that can be used where a traditional school street is not feasible in order to slow traffic, improve pedestrian space, encourage walking and cycling.</p> <p>Improvements to existing pedestrian crossings points, including introduction of controlled crossings such as Zebras and Toucans.</p> <p>Improve advanced warning signs and road markings near pedestrian crossings and schools.</p>
Socio-economic	Negative	<p>Introduction of School Streets to reduce traffic volume in the vicinity of schools.</p>

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		<p>Create School Safety Zones to create a version of a School Street that can be used where a traditional school street is not feasible in order to slow traffic, improve pedestrian space, encourage walking and cycling.</p> <p>Improvements to existing pedestrian crossings points, including introduction of controlled crossings such as Zebras and Toucans.</p> <p>Improve advanced warning signs and road markings near pedestrian crossing and schools.</p>
<p>7. Service user journey that this decision or project impacts?</p> <p>Areas for efficiency savings will be based on the outcome of consultations with affected staff. Following this process any impacts to service users will be formally communicated through corporate and service level channels.</p> <p>As part of the communications strategy the council will promote alternative solutions to the services provided by the Council including the mitigation measures that will be introduced to off-set any impact.</p>		
<p>Signature of Director</p>	 <p>Zahur Khan 25/11/2022</p>	

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1. Proposal Overview	
Proposal title:	Library and Information Service – Opening hours reduction
Reference:	COM_SAV_08_Library-Hours-Reduction
Lead officer:	James Lee
Ward/s affected	All wards
Cabinet portfolio	Culture and Leisure
Scrutiny committee/s	Safer, Stronger Communities

2. Decision Route		
Key Decision	Public Consultation	Staff Consultation
N	N	Y

3. Contextual Information			
Which service area/s are in the scope of the cuts proposal?			
Opening hours in libraries are currently:			
9am – 7pm six days a week in Lewisham, Deptford Lounge and Downham 9am – 7pm six days a week and 10am – 4pm in Catford.			
Pre Covid the hours were longer – 80 hours per week, seven days a week.			
This proposal is to reduce further opening hours to times when libraries are busiest. More work is needed to ensure a pattern of opening that is both affordable and accessible for the many different uses communities make of libraries, and to ensure that new opportunities for delivering community based services like Warm Welcomes succeeds.			
The service continues to serve thousands of people every week – the new Catford Library, for example, is recording 13,500 visits every month.			
To optimise use of the service, several proposals are being explored that would root library services in partnerships to deliver key outcomes:			
<ol style="list-style-type: none"> 1. Face to face first points of contact within an overarching Resident Experience / Customer Access Strategy; 2. A formalised relationship with debt & money advice providers across Lewisham; 3. As part of a health equalities partnership, extending early intervention & prevention services into libraries 4. Underpinning activities aimed at the cost of living crisis, including initiatives like Warm Welcome Centres. 			
What is the controllable budget of the service area/s?			
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	2,725	76	2,649
HRA			
DSG			
Health			
TOTAL	2,725	76	2,649

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What is the staffing profile of the service area/s? - as at Oct 22				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	24	18.3	7	3
Scale 6 – SO2	38	27		4
PO1 – PO5	5	5		
PO6 – PO8	0	0		
SMG1 – SMG3	1	1		
JNC	0	0		

4. Cuts Proposal

What changes are proposed to the service area/s?

More work is required to understand how to reduce opening hours with minimum impact on communities. For example, it is possible to close all libraries at the same time to achieve a consistent and easily remembered pattern of opening hours that is also the most cost effective way of delivering services (because staff cover at all levels isn't needed anywhere in the system when everywhere is closed). A more accessible option is to stagger closing hours across the four hub libraries to ensure one library is always open – but this costs more.

As an example of cost savings, closing libraries 4 hours/ week would save £55k, 8 hours/ week would save £110k.

Work also needs to look at what other services may be able to help if library opening hours are reduced. Many of the services that libraries work with – advice networks, for example are also under strain. Libraries are one of the few free, universally accessible services available.

Are there any specific staffing implications?

Y

What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)

Proposal strand	2023/24	2024/25	2025/26	TOTAL
	90,000			90,000
TOTAL	90,000			90,000
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y			

If yes, please describe impact:

What are the potential delivery risks and mitigation?

The Service's budget has reduced since 2010 from £5.3m to £2.7m (-50%). Still within this timeframe, the Service has maintained a level of service at all libraries. Further reductions will have an impact on the council's ability to discharge its statutory obligation to provide a comprehensive and efficient library service to residents.

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There are ongoing and historical revenue pressures on library budgets that officers are currently working to address these; some provisions have been made within the MTFS.	
Are there any specific legal implications?	
No	
Is public consultation required (formal/statutory)?	N

5. Impact & Outcomes

What is the likely impact of the proposed changes?				
Service Users				
Any reduction in opening hours reduces the availability of the service to customers and reduces the flexibility the Council must develop new working arrangements to support things like Warm Welcomes.				
Staff				
The saving from reducing opening hours will be achieved by recalculating staffing cover needed throughout the amended timetable and reducing FTEs accordingly.				
Other Council Services				
The ability of the Service to support other departments could be further reduced by additional cuts.				
However, cross collaboration with other departments could be mutually beneficial in the efficiency of the interaction, bringing savings to other budget lines. This should include a wide range of services that have a face to face element, from adult social care through to jobs & skills, and housing services.				
Partners				
The Service has established trusted solid relationships with community partners that the council could build on to reduce the service pressure on central offices, support residents where they are, spread the reach of support improving the experience of the residents' interaction with the council, reducing social isolation, increasing digital literacy and access, and more.				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age		N		
Disability		N		
Ethnicity		N		
Gender		N		
Gender reassignment		N		
Marriage and civil partnerships		N		

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Pregnancy and maternity		N		
Religion and belief		N		
Sexual orientation		N		
Socio-economic inequality		N		
Is a full EAA required?			Y	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham		N		
Tackling the Housing crisis			N	
Giving children and young people the best start in life		N		
Building an inclusive local economy			N	
Delivering and defending: health, social care & support		N		
Making Lewisham greener				x
Building safer communities			N	
Good governance and operational effectiveness		N		

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Explore links to Adult social care and health and the Resident Experience programme	David Murray	Sept 2022
Planning	Assess the corporate appetite for change and look to fit into some form of wider change programmes, incl possibly the development of a Cultural Strategy across the LSP that	James Lee	Jan 2023 – April 2023

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	would hold within it some form of library strategy and action plan that would set out how all of this would work		
Implementation	Heavily dependent on the above but needs a stream of work that ensures all of this coalesces	Antonio Rizzo	Apr 2023
Review		James Lee	Apr 2024

Equalities Analysis Assessment Template

An Equality Analysis Assessment (EAA) should be conducted and this template completed, when a major decision is being made. If you are unsure about what a major decision is, then please refer to the EAA guidance on SharePoint.

The EAA process is a continuous one, analysis of impact has to be done throughout the life of the decision, to ensure that groups are not inadvertently impacted by circumstances that were not foreseen at the beginning. The EAA can follow a decision or project along the service user journey, beyond team boundaries. If ownership of a decision is unclear then the EAA should be jointly undertaken.

A completed copy of this document should be attached to all reports, even if this EAA simply notes that a full assessment is not required and why. EAAs have to be produced even where there is no data available. A lack of data should not be a barrier to any consideration of equalities, where there isn't the best evidence available, it is still essential that the process is followed and the decision-makers are made aware of any limitations.

Author	David Murray, Interim Director of Culture, Libraries & Learning	Director	ate	Community Services
Date	16th November 2022	Service	Libraries	
<p>2. The activity or decision that this assessment is being undertaken for Reduction in hub library opening hours Budget savings paper for 7th December 2022 Mayor & Cabinet</p>				
<p>3. The protected characteristics or other equalities factors potentially impacted by this decision</p>				

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<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Ethnicity/Race	<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Language spoken	<input type="checkbox"/> Other, please define:
<input checked="" type="checkbox"/> Gender/Sex	<input checked="" type="checkbox"/> Gender identity	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Household type	
<input checked="" type="checkbox"/> Income	<input checked="" type="checkbox"/> Carer status	<input checked="" type="checkbox"/> Sexual orientation	<input checked="" type="checkbox"/> Socio Economic	
<input checked="" type="checkbox"/> Marriage and Civil Partnership	<input checked="" type="checkbox"/> Pregnancy and Maternity	<input checked="" type="checkbox"/> Refugee/Migrant/ Asylum seeker	<input checked="" type="checkbox"/> Health & Social Care	
<input checked="" type="checkbox"/> Nationality	<input checked="" type="checkbox"/> Employment	<input checked="" type="checkbox"/> Veterans or reservists		

Libraries are a free to access, universally available statutory service. Libraries are used by all sections of the community for a multitude of uses, from supporting the early years development of the youngest babies through to offering opportunities to older members of the community to stay well, happy and healthy through the materials on offer and the opportunity to meet and participate in community activities. And because library services across London and nationally have fostered collaborative working over many years, accessing Lewisham libraries also enables access to a richness of resource that spreads far beyond the borough boundaries.

Libraries have also pioneered partnership working and taking services out of the buildings into communities. Visits to schools, home library services, and outreach services into many communities have all long been explored in libraries.

Because of this reach, any reduction in library opening hours potentially impacts on all protected characteristics, including those outlined in the Fairer Lewisham Duty. There is also a risk that, because of the intersectionality in profile of some of the most vulnerable using libraries, the potential impact of any reduction multiplies.

4. The evidence to support the analysis

The service has gradually re-opened post Covid. Whilst still not delivering the opening hours pre-Covid – over 80 hours a week – the service is now open six days a week in Lewisham, Deptford and Downham from 9am – 7pm week days and 9am – 5pm on Saturdays, with the same pattern in Catford Library with the addition of Sundays from 10am – 5pm to give a seven day service.

A survey conducted just before the reopening of the Service post-Covid was conducted over June-July, generating 1,113 responses, most of which came from existing library users. The survey asked whether respondents used the library service, when they last used it and what they used it for. The survey also captured demographic details including age, gender,

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ethnicity, postcode, and respondents' housing tenure type. In terms of how survey respondents say they use libraries the most common uses stated by respondents in descending order are:

- borrowing or browsing books or other materials
- accessing online resources
- using free Wi Fi
- using computers and printing facilities
- using the space to study
- visiting the library to meet someone
- taking a child to an event
- taking part in an event
- using the archive and local history

The most common reason given by respondents for using a library, by some margin, is to borrow or browse books and other materials. Beyond this there are important differences in the ways respondents with different demographic characteristics use library services. These differences are important to maximise benefit and focusing the service on strategic local needs.

Age

those aged 34 or under are more likely, proportionately, to visit to use Wi-Fi, or to find study space, while those aged 35 and over are more likely to take a child to an event. Those 34 and under are also more likely to use the library service to get help with applying for a job or improving their digital skills (although these are fewer common types of use overall).

Housing tenure type

those who do not own their own homes are more likely than owner-occupiers to use libraries to access computers and printing facilities, for space to study, and for free Wi-Fi. Children's events on the other hand are more likely to be used by owner occupiers than those in other forms of housing.

Ethnicity

White respondents are proportionately more likely than other ethnicities to say they used libraries for borrowing or browsing books, accessing online resources, free Wi-Fi, visiting the library to meet someone, children's events, adult events, and using archives and local history. Conversely, non-White respondents are much more likely than White respondents to say they had used libraries to get help to apply for a job, improve their digital skills, or get help to apply for a government or council service online (although there are fewer common types of use overall). Using libraries to access computers and printing and space to study, is equally common among all respondents regardless of ethnicity.

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Gender and socio-economic status of respondent postcode seem to have little influence overall on how respondents say they use libraries.

Taken together this suggests that while book browsing and borrowing is used by all respondents to an equal extent, younger respondents and those who do not own their own homes, are more likely to use libraries to access computers and printing, for space to study, and for free Wi-Fi.

In a way, these appear to be 'life essentials'. There is a similar pattern with ethnicity in that non-White respondents are proportionately more likely to use the library service to get help to apply for a job, improve their digital skills, or get help to apply for a government or council service online.

In addition, two focus groups were convened, one with BAME community networks and services, and one with networks and services focused on young people. These were held after the survey closed to account for the under-representation of young people and BAME residents among survey respondents.

The focus groups provided additional insight and detail to the survey results, and there were striking similarities in the messages from both groups.

BAME focus group

People facing severe disadvantage often use libraries for things 'which support survival rather than for leisure or pleasure' for example free Wi-Fi, safe comfortable environments, and privacy. Access to printing is also vital for individuals needing to access services but with limited personal documentation, or for immigration applications. Printing and computer access is available elsewhere but often at limited times, or with limited capacity, whereas the library service has hours of operation and professional infrastructure which make it reliable and trustworthy.

Many BAME residents, are unaware of what the library service offers because information does not reach them, especially non-English speakers, refugees and migrants. It was also suggested that the library services group activities (for adults, families, or children) could potentially be of help to many BAME residents, but those residents might be discouraged to join because of language barriers or because they take place during working hours.

Some refugees, asylum seekers and migrants may have concerns (albeit misplaced) about having to register or give details in order to access library services, and more could be done to reinforce the fact that the service can be used without having to provide any information. It was suggested that some people may be happy to sit near a library entrance to use Wi-Fi but feel wary of venturing in further. There was optimism that making libraries part of the Borough of Sanctuary programme and introducing the groundbreaking link to ProxyAddress could enable the library service to increase its impact on those in the greatest need especially if information could be spread by word of mouth.

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Young people focus group

Young people in the group had been unable to or had chosen not to attend libraries during the pandemic and responses were based on perceptions, or memory. In terms of young people's needs, 'safe space' was mentioned often; places to meet friends without being judged. Mental health and poverty were also major concerns. 'Hub spaces' for group study without being told off were prized, although it was unclear whether this is what they saw libraries as providing, or whether this is a need that is not fully met.

Experiences of the library service sometimes feel clunky and bureaucratic. While young people saw libraries as important and saw opportunities to work with officers to improve the service, they also described frustrations about the quality of the service and there not being enough staff to help.

There was strong recognition of the books and reading offer but confusion about what was available around digital access, Wi-Fi, skills and study space.

A senior commissioner for young people's services echoed the views of young people, but additionally saw youth digital access as a major area of need that had become more apparent over the past year. She saw libraries as an 'an amazing resource' and believed the safe space, and Wi-Fi and computer access offered by libraries had untapped potential to enable service access, e.g. for Lewisham's new online counselling service which was text based and requires safe spaces with internet-access and privacy. The senior commissioner also suggested that the move of the Baseline service out of libraries was a missed opportunity, and that libraries could play a greater role as youth hubs. She urged the library service to consider ways to help children and families services reach more of their target audience, one example was ESOL families, but there were many more.

All this demonstrates the need, reach, and potential in the Service. The evidence of impact is offered by the new Catford Library. Opened in July 2022, the library is a resounding success, recording 14,000 visits every month since opening with very little sign that usage is decreasing. 1,080 new members have joined the library and all aspects of the service are flourishing, from use of the computers to visits made to the children's library through to people asking about use of the spaces for hire.

The recent Summer Reading Scheme for children in all libraries also illustrates both the reach and volume of people served:

- 1,407 primary school age children joined the scheme from all over Lewisham;
- 121 adult volunteers supported the work.

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

Whether it is a visit to a library or an online / digital interaction, libraries remain a hugely popular universal service despite significant budget reductions. Since 2010, the Service's budget has decreased by 47% (2009-2010 £5.3m, 2022-2023 £2.8m, of which £2.1m is staffing).

5. The analysis

These statistics show that libraries still have an enormous reach into communities across Lewisham.

The demographics of who uses libraries indicate that they remain a universal service, appealing to a very wide demographic and used for a host of different reasons. And because libraries are free to use, ask nothing about the motivations of people using them and welcome all, the impact of any reduction in accessibility will have consequences for many across very diverse communities.

Reducing library opening hours will impact on these uses because, quite simply, if the building isn't open and staffed then people can't access the service they need. This will include initiatives that libraries deliver alone and in partnership with other agencies, both statutory and non-statutory. So, for example, a reduction in library opening hours means fewer opportunities to bridge the digital divide and tackle digital exclusion. It means less access for young people looking for a space to study. Fewer hours mean that families cannot access things like rhyme times and story sessions to socialise and educate their children amongst others. There is less opportunity for older people to stay warm and safe and stimulated in a Warm Welcomes activity. Promoting health and well-being in partnership with health services will be reduced. And it is worth noting that studies have shown the particular impact that libraries have on tackling loneliness and all the consequent impacts this has. Offering opportunities to reach and engage a wider audience for things like school enrolments will be limited. There will also be less time for people to access services like debt advice and financial inclusion. The opportunities for bringing a range of cultural activities to a wider audience will be reduced. Delivering early intervention / prevention interventions to keep people out of crisis – and far more expensive services like adult social care or housing needs – will be reduced. Start-up in London Libraries delivered with the British Library for people setting up their own SMEs will be compressed.

6. Impact summary

All of these reductions will impact different people in different ways. But they all reduce the opportunity for people to realise the aspirations they have for themselves, their families and their communities. The reductions will inevitably and more significantly hit the poorest and most excluded hardest, because they are the least able to find alternative services that are likely to be charged for, or require some kind of 'access criteria'.

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Free to enter, no questions asked about purpose, libraries are one of the few remaining civic spaces that enable an individual to participate in wider society in ways that make them feel safe, secure and part of something bigger. The service has the power to enable others to think and act to realise the aspirations people have for themselves, their families and their communities. Libraries have a long history of acting as agents of social change, either directly or through supporting others. This radical history, borne of books, continues as libraries still act for many as windows onto a world that would otherwise be impossible to see. Any reduction has a negative impact on the power to deliver.

An analysis is set out below of the impact on each of the protected characteristics.

7. Mitigation

There is no way to fully mitigate the reduction in library opening hours. However, there are ways to reduce the impact:

Could the reduction in opening hours be spread across the week so there is always one library open at all times somewhere in the borough? This has the merit of retaining some kind of provision somewhere in the borough.

However, this increases cost because the service needs to retain management cover at all times for one hub library instead of all of them. It also leads to a patchwork of opening hours that surveys elsewhere have shown customers find confusing about what is open and when. The current standardised pattern of hours is easy to advertise and easy to remember.

Could the reduction in opening hours focus on busy times and close sites in quieter times? Libraries collect data on usage patterns and tailoring opening to busier times will keep sites open when more people are likely to use them. It should be noted, however, that some of the most impactful use of libraries by those most excluded or most impactful may be at these quieter times – for example, people using libraries as a base to operate their SME or older people accessing the library as a safe and welcoming space when there is time for the staff to stop and engage.

The easiest way to reduce hours is to reduce core hours so libraries open later and close earlier.

Another option is to try to re-direct existing and potential customers elsewhere. However, libraries are one of the very few openly accessible, free at the point of use public services available. Commercial spaces – coffee shops, supermarkets and so on – require payment of some kind at some point. Parks are free but with all the obvious limitations. Community, faith and voluntary organisations offer some opportunity – but sometimes inadvertently exclude because they have a particular focus, and are also under intense pressure for some services like advice and support. This will impact on those suffering most from the effects of the cost of living crisis. More detailed analysis of who is using libraries, for what and when is needed to inform decision making so that the consequences of any reduction are clear.

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8. Service user journey that this decision or project impacts Further work is needed to assess how any reduction could be minimised.	
Signature of Director	D Murray

Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age		x		
Disability		x		
Ethnicity		x		
Gender		x		
Gender reassignment		x		
Marriage and civil partnerships		x		
Pregnancy and maternity		x		
Religion and belief		x		
Sexual orientation		x		
Socio-economic inequality		x		
Is a full EAA required?			Y	

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

1. Proposal Overview	
Proposal title:	Discontinue the Council Tax 28 day empty property exemption
Reference:	COR_INC_01_Council-Tax-Removal
Lead officer:	Maxine Gordon
Ward/s affected	All wards
Cabinet portfolio	Finance & Strategy
Scrutiny committee/s	Public Accounts

2. Decision Route		
Key Decision	Public Consultation	Staff Consultation
Y	N	N

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
Council Tax				
<p>Currently homes left substantially empty and unfurnished are afforded a 28 day exemption from Council Tax, after which time the full charge is applicable. Prior to 1 April 2013 properties that fell into this category were entitled to 100% exemption for a maximum of six months. As the Council wants to encourage properties to be occupied as soon as possible, in addition to identifying extra revenue to assist with Council's overall financial position, it is recommended that the Council discontinue the 28 day discount and raise the Council Tax charge immediately.</p> <p>The additional Council Tax revenue estimate as a result of this change is £110k.</p> <p>To implement this change, a recommendation in the annual Council Tax Base report (which is prepared for Mayor and Cabinet in January) will be required and an acceptance of the recommendation in the Council Budget setting meeting in March.</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund				
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				

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PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal				
What changes are proposed to the service area/s?				
Discontinue the 28 day discount and raise the Council Tax charge immediately.				
Are there any specific staffing implications?			No	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
	110,000			110,000
TOTAL	110,000			110,000
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<p>Risk:</p> <ul style="list-style-type: none"> • Raising additional debt during the cost of living crisis • Raising additional debt that may prove difficult to collect and will increase the Council's overall arrears <p>Mitigation</p> <p>Communicate change ahead of annual billing to those directly affected at the time via direct mailing, the Council's website and enclosures with annual bills.</p>				
Are there any specific legal implications?				
No				
Is public consultation required (formal/statutory)?			No	

5. Impact & Outcomes	
What is the likely impact of the proposed changes?	
Service Users	
<ul style="list-style-type: none"> • Additional Council Tax to pay • Additional recovery costs to pay if action to recover the debt becomes necessary 	
Staff	
<ul style="list-style-type: none"> • Additional action and contact with customers to recover unpaid debt 	
Other Council Services	

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N/A				
Partners				
N/A				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				X
Disability				X
Ethnicity				X
Gender				X
Gender reassignment				X
Marriage and civil partnerships				X
Pregnancy and maternity				X
Religion and belief				X
Sexual orientation				X
Socio-economic inequality				X
Is a full EAA required?			No	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				x
Tackling the Housing crisis				x
Giving children and young people the best start in life				x
Building an inclusive local economy				x
Delivering and defending: health, social care & support				x
Making Lewisham greener				x

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Building safer communities				X
Good governance and operational effectiveness				X

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	To implement this change, a recommendation in the annual Council Tax Base report (which is prepared for Mayor and Cabinet in January) will be required and an acceptance of the recommendation in the Council Budget setting meeting in March.	Mick Lear	January 2023
Planning			
Implementation			
Review			

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

1. Proposal Overview	
Proposal title:	Reduction in funding to the general fund element of the Children’s Centre Budget by 500k
Reference:	CYP_SAV_01
Lead officer:	Sara Rahman
Ward/s affected	All wards
Cabinet portfolio	Children and Young People
Scrutiny committee/s	Children and Young People

2. Decision Route		
Key Decision	Public Consultation	Staff Consultation
Y (all wards)	Y	N

3. Contextual Information
<p>Which service area/s are in the scope of the cuts proposal?</p> <p>Children’s Centres are a key element of the overall statutory arrangements that Children’s Services are responsible for and are set out in the 2006 Childcare Act: “Arrangements to be made by local authorities so that there are sufficient children’s centres, so far as reasonably practicable, to meet local need.” The Children and Family Centre (CFC) service in Lewisham is currently provided across three contracts, which have been in operation since April 2017, following a competitive tender process where Downderry School were awarded a contract covering Downham ward; Kelvin Grove and Eliot Bank School (KGEB) were awarded a contract covering Forest Hill and Sydenham wards; and Pre-School Learning Alliance (now Early Years Alliance) in partnership with Clyde Early Childhood Centre, Beecroft Gardens and Marvel Lane Schools were awarded a contract covering the rest of the borough. The total value of the contracts with CFCs is currently £1,650m. (The allocation is Downderry School £200k, Kelvin Grove and Elliot Bank £150k and Early Years Alliance £1,300m. Including Health income the total gross budget is currently £2,565m.</p> <p>The contracts provide a range of support services for children aged 0-11 and their families, though focused on children aged 0-5. This includes 1:1 support for families, targeted programmes to address specific needs, and universal open-access programmes. The overall aims of these contracts are to improve parenting and attachment, improve school readiness, improve child and family health and life chances, prevent escalation of need, and offer practice housing, employment and finance support.</p> <p>Delivery models and staffing structures have altered over the life of these contracts, owing to changes in internal Lewisham structures, savings requirements and Covid-19.</p> <p>All three providers have adopted a singular ‘Lewisham CFC’ branding and share a set of core aims to:</p> <ul style="list-style-type: none"> • Build attachment and attunement between parent and child • Help parents to understand how they can support and nurture healthy brain development • Deliver parenting programmes to promote parental warmth and appropriate behaviour responses

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- Build healthy relationships, resilience, physical health and mental health/wellbeing in families
- Prepare a child for school and for life
- Support parents to support their children
- Respond quickly and flexibly to identified needs
- Empower parents and support them to develop personal strengths and skills to deal with future problems
- Prevent more costly interventions later on in the child's life
- To be part of building community cohesion and support networks for families
- Be delivered face-to-face, digitally, and also in blended models to suit family needs and changing environmental circumstances (including any Covid restrictions)

The focus is whole family; however CFCs do provide support for children aged 0-11 years, with a particular focus on 0-5, and within that an emphasis on the First 1001 Days and the Five to Thrive approach. Lewisham CFCs (Providers) currently deliver against three core areas:

- **1:1 Support for Families** - To deal with any immediate practical needs and support families to access community and specialist services, to enable families to reflect on their challenges and support them in finding ways through them, to support families in navigating systems and services to meet their needs, to build resilience and empower families to cope with future challenges and to prevent escalation of need
- **Targeted programmes** – Evidence-based specialist programmes including in relation to Parenting support, feeding and nutrition, child development, toileting, mental health including CYP-IAPT, trauma informed domestic abuse interventions, jobs, skills, language and employment
- **Universal programmes** – Open-access programmes with an aim of increasing engagement and providing information, support and guidance at the earliest stage. Examples of universal programmes include Outreach Team, Little Explorers sessions, Soft play, stay and play and Messy Play, Community food, clothing and toy bank, parent advice and information sessions, and digital services including blogs and online sessions

What is the controllable budget of the service area/s?

Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	1,615		1,615
HRA			
DSG			
Health	950	950	0
TOTAL	2,565	950	1,615

What is the staffing profile of the service area/s? – [Please see Appendix 1](#)

Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal

What changes are proposed to the service area/s?

It is being proposed that, following a service remodelling, £500k be taken from the base budget. Any cost pressure will be mitigated when the CFC service is remodelled during 23/24 as the borough rolls out the Department for Education (DfE) funded Start for Life/Family Hub (SFL/Family Hub) programme and prepares for implementation of the national family hub model – any immediate cuts are therefore off-set by investment through this three year grant-funded programme which will mean that the gross budget will be increasing.

In practical terms, this will mean altering the service models of the CTCs through negotiations with current providers. The Council will want to minimise the impact on the services by identifying what the Start for Life grant can enhance as well as supporting the providers to access other grants. The Council will additionally look at what efficiencies we can identify internally to contribute towards the savings i.e. any underspends.

The indicative funding for the LA for the Family Hubs and Start for Life (SFL) programme is between £3.91m and £4.09m over the three financial years of 2022-23, 2023-24 and 2024-25.

Our confirmed funding allocation for the financial year 2022-23 is £985k.

50% of this funding allocation will be released following the successful completion of the sign-up process. The remaining 50% will be released following the delivery plan process.

Are there any specific staffing implications?

N

What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)

Proposal strand	2023/24	2024/25	2025/26	TOTAL
TOTAL	500,000			500,000
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N

If yes, please describe impact:

What are the potential delivery risks and mitigation?

New government policy, announced in November 2021, requires Lewisham Council to mobilise Family Hubs in the borough by April 2024. This is part of the SFL/Family Hub initiative as mentioned above. The move towards Family Hubs

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over the next 2-3 years will require system-wide co-ordination and reorganisation of early help and preventative services for children and families across this age range. As universal and open-access services CFC are exceptionally well-placed to host services for children, young people and families.

The emerging vision for Family Hubs will have a significant influence on how the new CFC offer is designed, and more time is needed to enable commissioners to design a service that is aligned to the developing Family Hub model. The current contract expiry dates (31 March 2023) would potentially lead to developing a service that may quickly not be fit for purpose as the Family Hub model emerges and having more time to pilot and develop Family Hubs approach would be beneficial before agreeing a new and lengthy contract or planning for potential insourcing.

CFC are core partners in the Family Hub partnership, particularly as the initial focus of development will be on early years support described below. The CFC buildings themselves are likely to be used as locations for Family Hubs.

Impact on children and families – families are still responding to the impact of the pandemic and now the escalating cost of living crisis. The CFCs are community hubs and are likely to continue supporting families living in crisis. There is good evidence (notably from an IFS report in 2021) that children's centres have a positive health impact, reducing hospitalisations over childhood and into adolescence. A reduction in General Fund support for the service could therefore be expected over time to reduce this positive impact; although wider developments under the Family Hub programme should deliver positive impacts to mitigate this.

The SFL/Family Hub funding is short term, therefore, future sustainability of additional services funded through this programme is at risk. The SFL grant stipulation requires LBL to enhance existing services or create new services. Early discussions with health partners are taking place and locally there is likely to be a health priority on supporting families and children in Lewisham which should include a resource allocation. In addition, providers will be encouraged to continuously fundraise, however, generating additional income will take time.

The funding cuts could create instability to Providers impacting on staffing, redundancy costs and delivery from which they would find hard to recover. A tiered approach to changes in delivery could reduce the impact on how the organisations manage this change. Providers may also share business functions.

Are there any specific legal implications?

Any contract changes will need to be negotiated with current providers. The changes can only be made with the agreement of the providers.

Is public consultation required (formal/statutory)?

Y

Public consultation and consultation with partners is required.

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

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Impact

- Parents may not be able to access services according to current set timetables as the delivery may significantly change
-
- Parents may not be able to access services in certain parts of Lewisham due to staff shortages or changes to how or where services are delivered

Mitigation

- The emerging Family Hub model, to be implemented by April 2023, will ensure that there is a safety net where parents can access a range of services through many access points up and down Lewisham as well as virtually. Through the SFL/Family Hub initiative, the following services will be funded – all delivered through a variety of partners such as CFC which will offer parents/children additional support:
 - **Parenting support** – including enhancing our evidence-based parenting programmes at a universal and targeted level, and peer support and outreach
 - **Parent–infant relationships and perinatal mental health support** – including workforce training and supervision, enhancing peer support for mild-moderate mental health needs, and developing evidence-based interventions for parent-infant relationships
 - **Early language and the Home Learning Environment** – including expanding training for professionals in evidence-based interventions, and developing integrated pathways for early language development
 - **Infant feeding** – including expanding infant feeding peer support programmes, developing out of hours support and an integrated pathway including specialist support
- Through possible increased volunteering opportunities, CFC services may be maintained including using more targeted approach where services can be put in place quickly for those most in need.

Staff

Effect on staff

- Without the mitigations between 10-12 FTE staff could be made redundant across the whole of the CFCs
- Other staff not affected may feel demotivated, particularly when they may have to do more due to shortages in staff

Mitigation

- Affected providers may apply for SFL/Family Hub funding that could be used to enhance their existing services (which are not affected by cuts) or to create brand new services
- Staff affected by redundancies may be able to apply for the new employment opportunities created by the SFL/Family Hub funding

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<ul style="list-style-type: none">• The provider could use more sessional staff and those who are affected by redundancies may benefit from these new opportunities• For affected staff, Providers will be asked to signpost them to the Council's job website as well as its partners; the Council together with ICB commission many services locally, and thus, support job creation in Lewisham
Other Council Services
Effects on the Council Services <ul style="list-style-type: none">• Cuts in services could see more referrals into children social care including mental health services.• Cuts in services could see more parents using other universal services such as more localised services run by independent small community groups Mitigation <ul style="list-style-type: none">• Cuts in services would be mitigated through the SFL funding subject to fulfilling the funding criteria• Officers can work with the Providers to obtain additional funding from funders such as charitable trusts and Government departments• Parents will be supported to increase the take up of peer support. Lewisham will be enhancing its peer support programme which will see a growth in parent champions working within Lewisham's communities• Remodelled services can also look at delivery of virtual services
Partners
Negative and positive impacts <ul style="list-style-type: none">• Greater referrals to other services for such as Family Thrive, Children's Social Care and community mental health services• As part of the SFL/Family Hub funding, a mapping exercise will bring together all the parent support services together and accessed via Family Hubs access points. This will encourage closer collaborative working and effective care planning.
Are there any specific equalities implications? <ul style="list-style-type: none">• Overall the cuts are assessed as having a low positive equalities impact due to the fact that 70% of the CFC contract value is planned to be retained. In addition CFCs are due to benefit from the funding that Start for Life/Family Hub will offer• A core purpose of the CFC contracts is to reduce inequalities in outcomes for young children and their families in greatest need, including in the areas of children development, school readiness and parenting aspiration and skill• Recent data from Council's largest CFC in quarter one suggests that out of 2485 registered for services, 946 were from White or White other Backgrounds (38%), the rest were from the BAME backgrounds – that is 62%. This is a group which has also been affected negatively by the Covid pandemic. The SFL/Family Hub funding will provide mitigation for these funding cuts• Out of the total of people registered, services are offered to parents/child with disabilities including mental health, emotional wellbeing, challenging behaviour

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<p>and SEND. Officers will ensure that remodelled services take into account the needs of this client group</p> <ul style="list-style-type: none"> Data suggests that there are more women users – remodelled services will ensure that services reach women as well as men 				
Protected characteristics and other equalities considerations	High (Positive/Negative)	Medium (Positive/Negative)	Low (Positive / Negative)	Neutral
Age			Low positive	
Disability			Low positive	
Ethnicity			Low positive	
Gender			Low positive	
Gender reassignment			*N/A	
Marriage and civil partnerships			N/A	
Pregnancy and maternity			N/A	
Religion and belief			N/A	
Sexual orientation			N/A	
Socio-economic inequality	x			

* N/A data not provided/recorded.

Is a full EAA required?		Y		
How do the proposed changes align with the Council's Corporate Strategy?				
<p>A funding cut to the CFC contract of £500k will be mitigated by the Start for Life/Family Hub funding. This means that the Council continues to commit to the following corporate priorities as listed below. (Please note that not all the funding for Start for Life/Family Hub will go the CFCs directly).</p>				
Corporate Priorities	High (Negative/Positive)	Medium (Positive/Negative)	Low (Positive / Negative)	Neutral
Open Lewisham			X Low positive - Providers will continue to ensure that services are open	

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			to Lewisham parents, Children and Families	
Tackling the Housing crisis				Neutral - Children and Family Centres will continue to signpost parents and families to specialist housing support
Giving children and young people the best start in life		Medium positive Children and Family Centres play a crucial role in giving children and young people the best start in life – this will be enhanced through the Start for Life/Family Hub model		
Building an inclusive local economy				Neutral Children and Family Centres work closely with DWP advisers in order that parents are advised about welfare benefits, child care and work opportunities
Delivering and defending: health, social care & support			Low positive Funding through SFL should enhance support for families	
Making Lewisham greener				Neutral

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				Through monitoring arrangements, officers will ensure that Providers will have all the necessary environmental policies and procedures
Building safer communities			Low positive - All Children and Family Centres ensure that Parents and families are familiar with safety issues. This includes providing Domestic Abuse information, training and support	
Good governance and operational effectiveness			Low positive Governance is managed through I-Thrive Board, and operational effectiveness is managed through contractual monitoring.	

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Consultation with: <ul style="list-style-type: none"> • Cabinet • Commissioners • Heads of service • Directors • Providers • HR 	Sara Rahman, supported by Harsha Ganatra, Joint Commissioner and Serita Kwofi, Head of Early Years and Prevention	19th September to February 2022 to March 2023

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Planning	Negotiate with Providers as to new service model taking into account funding levels, staffing needed, redundancies	Harsha Ganatra, Joint Commissioner and Serita Kwofi, Head of Early Years and Prevention	From October 2023 to 31 March 2023
Implementation	Finalise Service model re-design, arrange variation to the contract to be signed with new KPIs/model	Harsha Ganatra, Joint Commissioner and Serita Kwofi, Head of Early Years and Prevention	From 1 April 2023
Review	Review model continuously assessing impact/mitigation. Mitigation could also look at what additional funding the service could attract, collaborative working etc.	Harsha Ganatra, Joint Commissioner and Serita Kwofi, Head of Early Years and Prevention	From 1 April 2023 - every month for three months then every quarterly

EAA Template DRAFT

In considering option 6, the following additional points were noted:

An EAA should be done and this template completed when the need for a new policy has been identified, or when an existing one needs to be reviewed. The EAA process is a continuous one, analysis of impact has to be done throughout the life of the project or policy change, to ensure that groups are not inadvertently impacted by circumstances that were not foreseen at the start of the project. The EAA can follow a decision or project along the service user journey, beyond team boundaries. If ownership of a project is unclear then the EAA should be jointly undertaken.

A completed copy of this document should be attached to all reports – even if this EAA simply notes that a full assessment is not required and why. EAAs have to be produced even where there is no evidence based data available. Lack of data should not be a barrier to any consideration of equalities – where there isn't the best evidence available, it's still essential that the process is followed and the decision makers are made aware of any limitations.

This template is also available as a [stand-alone document on the intranet](#).

Title	A Cut to the Children's Centre Budget of £500K from April 2023		
Author	Harsha Ganatra	Directo rate	Children and Young People (CYP)
Date	17/10/22	Service	CYP Joint Commissioning
<p>1. 0 The project or decision that this assessment is being undertaken is for the proposal for making £500k cuts to Children and Family Centre Base Budgets within the Children and Young People CYP Department.</p> <p>1.1 Introduction</p> <p>This EAA is an update to the CFC savings proforma already submitted as part of the savings proposals and factors in additional considerations since its submission. An equalities plan has been done as part of this EAA (Please refer to Section 6.2). The EAA is a response to the cuts proposed within the Children and Young People's Children and Family Centre (CFC) base budgets of £500k. Although the cuts are significant, the cuts can be broadly offset by internal efficiencies achieved, through additional Department for Education (DFE) Start for Life/Family Hub (SFL/Family Hub) funding and remodelling of CFC services. Other mitigation measures are to continue working alongside Lewisham's Integrated Care Partnership's early help and prevention priorities and further strengthening Council's youth offer. There are currently data gaps which officers need to understand. Therefore this EAA has been completed with the data that is currently available.</p> <p>CFCs are a key element of the overall statutory arrangements that Children's Services are responsible for and are set out in the 2006 Childcare Act: "Arrangements to be made by local authorities so that there are sufficient children's centres, so far as reasonably practicable, to meet local need." The CFC service in Lewisham is currently provided across three contracts, which have been in operation since April 2017, following a competitive tender process where</p>			

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Downderry School were awarded a contract covering Downham ward; Kelvin Grove and Eliot Bank School (KGEB) were awarded a contract covering Forest Hill and Sydenham wards; and Pre-School Learning Alliance (now Early Years Alliance) were awarded a contract covering the rest of the borough. (Please see Appendix 1 for more detail). The total value of the CFC contracts is currently £1,650m. (The allocation is Downderry School £200k, Kelvin Grove and Elliot Bank £170k and Early Years Alliance £1,300m).

The contracts provide a range of support services for families/parents with children mainly aged 0 -11, though the service is more focused on children aged 0-5. There is an emphasis on the First 1001 Days and the Five to Thrive approach (Please note, the families with older children and children are supported through the Council's commissioned services for young people including the Youth Service).

This includes 1:1 support for families, targeted programmes to address specific needs, and universal open-access programmes. The overall aims of these contracts are to improve parenting and attachment, improve school readiness, improve child and family health and life chances, prevent escalation of need, and offer practice housing, employment and finance support.

Delivery models and staffing structures have altered over the life of these contracts, owing to changes in internal Lewisham structures, savings requirements and Covid-19.

All three providers have adopted a singular 'Lewisham CFC' branding and share a set of core aims to:

- Build attachment and attunement between parent and child
- Help parents to understand how they can support and nurture healthy brain development
- Deliver parenting programmes to promote parental warmth and appropriate behaviour responses
- Build healthy relationships, resilience, physical health and mental health/wellbeing in families
- Prepare a child for school and for life
- Support parents to support their children
- Respond quickly and flexibly to identified needs
- Empower parents and support them to develop personal strengths and skills to deal with future problems
- Prevent more costly interventions later on in the child's life
- To be part of building community cohesion and support networks for families
- Be delivered face-to-face, digitally, and also in blended models to suit family needs and changing environmental circumstances (including any Covid restrictions)

Lewisham CFCs (Providers) currently deliver against three core areas:

- **1:1 Support for Families** - To deal with any immediate practical needs and support families to access community and specialist services, to enable families to reflect on their challenges and support them in finding ways through them, to support families in navigating systems and services to meet their needs, to build resilience and

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empower families to cope with future challenges and to prevent escalation of need

- **Targeted programmes** - Evidence-based specialist programmes including in relation to Parenting support, feeding and nutrition, child development, toileting, mental health including CYP-IAPT, trauma informed domestic abuse interventions, jobs, skills, language and employment
- **Universal programmes** - Open-access programmes with an aim of increasing engagement and providing information, support and guidance at the earliest stage. Examples of universal programmes include Outreach Team, Little Explorers sessions, Soft play, stay and play and Messy Play, Community food, clothing and toy bank, parent advice and information sessions, and digital services including blogs and online sessions

To give an example of parents and families supported, in the last financial year of 2021/22, Lewisham’s biggest CFC recorded 68,460 contacts (telephone, face to face and online methods), total number of individuals supported was 7,383 and total number of families supported was 2,565. In the last two quarters of this financial year, the service recorded 30,821 contacts, total numbers of individuals supported was 5,910 and total number of family caseload was 1,972.

1.2 The changes to be made to services

The Council will be reducing the value of the CFC base budgets which will impact on the contract for Children and Family Centres (CFC) as part of a programme of cuts required to meet the significant financial challenge that the local authority is facing. The proposal is made to reduce CFC base budgets by £500,000 from April 2023 onwards.

2. The protected characteristics or other equalities factors potentially impacted by this decision

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Ethnicity/Race	<input type="checkbox"/> Religion or belief	<input type="checkbox"/> Language spoken	<input type="checkbox"/> Other, please define:
<input checked="" type="checkbox"/> Gender/Sex	<input type="checkbox"/> Gender identity	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Household type	
<input checked="" type="checkbox"/> Income	<input type="checkbox"/> Carer status	<input type="checkbox"/> Sexual orientation	<input checked="" type="checkbox"/> Socio Economic	
<input type="checkbox"/> Marriage and Civil Partnership	<input checked="" type="checkbox"/> Pregnancy and Maternity	<input type="checkbox"/> Refugee/Migrant/ Asylum seeker	<input type="checkbox"/> Health & Social Care	
<input type="checkbox"/> Nationality	<input checked="" type="checkbox"/> Employment			

3.0 Protected Characteristics Data that is available:

The Council’s Servelec Information system currently holds relevant monitoring data. The data that is immediately available for the purposes of this EAA is extracted from the reports run from the Servelec system. Officer who are currently new to the role

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will need training to extract further data from this system. There are also issues with the Servelec software.

Protected characteristics	Data available Yes/ No	Available for report – Yes/No
Age	Yes	Yes – some information is available
Disability	Yes	Partly
Gender Reassignment	No	No
Marriage	No	No
Civil Partnership	No	No
Pregnancy and maternity	No	No – Midwifery services would hold this data – however have included general fertility rate
Race	Yes	Yes – but there is a large category of ‘unknowns’ in the data
Religion/belief	No	No
Sex	Yes	Yes
Sexual orientation	No	No

3.1 Data collected from Children’s Centres

Below is a snapshot of equality data from the financial year 2020 - 2022. This is from Lewisham’s largest funded CFC provider, Early Years Alliance, plus two other smaller CFC providers, namely, Donderry School and Kelvin Grove and Elliot Bank Schools. Data collected shows is that are data gaps in the recording of protected characteristic categories. There are plans for this to be rectified as soon as possible. The available data is shown in the table below.

Protected Characteristic	CFC available data 20/22
GENDER/SEX	
Males	44%
Females	56%
AGE	
0-5	24%
5-18	26%
18 +	46%
ETHNICITY	
White (British, Scottish, Eastern/Western European)	32%
Black African/Black Caribbean/Black British	41%

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Other - Prefer not to say	29%
3.2 Making sense of the available CFC data	
Gender/Sex	<p>A larger proportion of females over the age of 18 are supported than males – average of 32% females supported and 16% of males are supported. There is a question here whether male parents are being adequately supported</p>
Ethnicity	<p>A large proportion of users (32%) are from the White backgrounds (British and European) and 41% are from BAME backgrounds. Due to data gaps (e.g. 29% of users are categorised as unknown). It is assumed that a very large proportion of this unknown category could be from BAME backgrounds</p> <p>Under Ethnicity, overall 24% of adult females were supported as opposed to 17% adult males. Therefore there is a question whether male parents from BAME communities are being adequately supported</p>
Age	<p>CFCs support parents (males/females) with babies/children and their siblings. The 18 plus category are parents. 46% of individuals recorded are 18 plus category</p>
Other Protected Characteristics	<p>This is not recorded widely because service users do not always disclose equalities information. Also, if services are provided as an open access e.g. pop up centres in the community, then service users are unlikely to want to share their details</p>
3.3 The evidence to support the analysis	
3.3.1 Contextual overview of children and young people in Lewisham (Source Lewisham Children and Young People Pan 2019-22)	
<ul style="list-style-type: none"> • Just over four in ten Lewisham children at Year 6 have excess weight and one in four are obese. • 170 languages are spoken by pupils attending Lewisham schools • Lewisham’s population is driven by the birth-rate. There are some 5,000 live births each year. • 46% of Lewisham’s total population is black and minority ethnic (BME). This rises to just over 76% of the schools population. • One in four Lewisham residents is a child or young person aged 0–19 	

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- Some 500 children and young people are registered as young carers in Lewisham
- The number of Lewisham children and young people entering the criminal justice system for the first time is amongst the highest in London
- One in three of Lewisham children live in poverty

3.3.2 Poverty and income deprivation

The way in which the Covid-19 pandemic exposed the Borough's socio-economic fragility, suggests that the number of those in employment, even those who have been long term or regular employment, are likely to be those on low wages i.e. at greatest risk of financial insecurity. In evidentiary terms, this was brought sharply into focus by the number of out of work benefit claims, which reached a high of nearly 21,000 in March 2021 from 8,400 in March 2020.

Three of the delivery points/CFC for the three children centres are in the four most deprived wards in the borough. These are:

- Bellingham CFC (Bellingham Ward)
- Donderry CC (Downham Ward)
- Evelyn CFC (Evelyn Ward)

These wards are also where children are most affected by deprivation in Lewisham. Two of these wards Evelyn and Downham have the highest number of BME residents in the borough

Both Bellingham and Downham are in the four most income, deprived and employment deprived in the borough. A similar pattern continues for Lewisham Super Output Areas (LSOAs) where Bellingham, Downham and Evelyn have more than 20% in the most deprived. All Bellingham's 9 LSOAs are in the 20% most deprived areas of Lewisham. Bellingham also has more that 20% of LSOA with poor health and/or disabilities, barriers to education and skills and access to housing and services (source IMD updated 2020)

3.3.3 Cost of Living

The cost of living has been increasing across the UK since early 2021. In July 2022, the annual rate of inflation was the highest it has been since 1982 in July 2022, affecting the affordability of goods and services for households. This is a national issue facing all parts of the UK, arising from a number of national and international factors. According to the Office for National Statistics, 89% of adults in Great Britain reported an increase in their cost of living in July 2022. Coupled with this, real household incomes are expected to have fallen in 2022. In August, the Bank of England expected post-tax household income to fall by 1.5% in 2022, then fall by 2.25% in 2023, before rising by 0.75% in 2024.

3.3.3 Birth data

The Chart show the declining rate of General Fertility Rate (Number of live births per 1000 women aged 15-44). There are many factors that influences the General Fertility Rate including social-economic factors including health. Further information is required to understand the trend in the General Fertility Rate.

3.3.4 Black African and Black Caribbean communities and inequalities

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The evidence base around parenting and early years that is specific to Black African and Black Caribbean communities is very limited in a UK context. The academic evidence highlighted the following issues driving inequalities in early years outcomes are as follows (Source Blaichir Report March 2022) :

- Socioeconomic factors.
- Barriers to accessing prenatal, postnatal, and maternity services.
- Lack of culturally competent and sensitive approaches.
- Poor perinatal mental health support.
- Parental feeding practices such as greater eating pressures and concerns.
- Black men and young Black women facing barriers and stigmatisation.
- Intergenerational care not being recognised as an obvious aspect of family care. Fewer children are assessed as being school ready at the end of Reception in Lewisham (76.4%) compared to England (71.8%). In 2018-19 only 68% of all Black children achieved the expected standard of development in Reception in comparison with 72% of all White children in England.

3.3.5 Evidence from Children and Family Centres and practitioners

Evidence from all CFC and practitioners during ongoing contracts monitoring meetings and recent engagement session is that:

- Parents need benefits maximisation support
- Lots of housing-related issues present among families
- Family units getting larger
- Families getting worried about costs of living such as fuel costs, travel costs, digital access, lack of affordability for white goods
- Reliance/increase on use of food banks and impact on diets
- Increase in children with additional needs
- Need for joined-up working
- Practitioners need up to date information on where other services are in the Borough

1. Impact summary as a result of cuts

- **Negative Impact on parents / children and families with protected characteristics** - parents/families are still responding to the impact of the pandemic and now the escalating cost of living crisis. The CFCs are community hubs and are likely to continue supporting families living in deprivation or crisis. There is good evidence (notably from an IFS report in 2021) that children's centres have a positive health impact, reducing hospitalisations over childhood and into adolescence. A reduction in funding for CFC service could therefore be expected over time to reduce this positive impact, although wider developments under the Family Hub programme should deliver positive impacts to mitigate this.
- **The SFL/Family Hub funding is short term** - therefore, future sustainability of additional services funded through this programme is at risk. The SFL /Family Hub grant stipulation requires LBL to

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enhance existing services or create new services. Early discussions with health partners are taking place. Locally there is likely to be a health priority on supporting families and children in Lewisham which should include a resource allocation. In addition, providers will be encouraged to continuously fundraise, however, generating additional income will take time

- **The funding cuts and causing instability in services** - funding cuts could create instability to Providers impacting on staffing, redundancy costs and delivery from which they would find hard to recover. A tiered approach to changes in delivery could reduce the impact on how the organisations manage this change. Providers may also share business functions – this is possible as Lewisham develops Family Hub models which could see services running innovatively/creatively e.g. multiple services running from one building for instance.

2. Mitigation to cuts proposals and consequential impact on people with protected characteristics

Any cost pressure will be mitigated firstly by the CYP Department identifying internal efficiencies, secondly, CFC services being remodelled during the financial year 23/24 and thirdly, as the Borough rolls out the SFL programme and prepares for implementation of the national family hub model – any immediate cuts are therefore off-set as a result and investment through the SFL/Family Hub three-year grants programme will mean that the gross budget will be increasing. As SFL/Family Hub funding is only a three-year funded programme, a sustainability plan for CFC services will be put in place at the end of that period.

The indicative funding for the Council for the SFL/Family Hub programme is between £3.91m and £4.09m over the three financial years of 2022-23, 2023-24 and 2024-25.

Service for Children and Families

- The emerging Family Hub model, to be implemented by April 2023, will ensure that there is a safety net to cuts being made where parents/families can access a range of services through many access points up and down Lewisham as well as virtually. The CFCs will be part of these access points. Through the SFL/Family Hub initiative, the following services will be funded – all delivered through a variety of partners including CFCs which will offer parents/children additional support:
 - **Parenting support** – including enhancing our evidence-based parenting programmes at a universal and targeted level, and peer support and outreach
 - **Parent–infant relationships and perinatal mental health support** – including workforce training and supervision, enhancing peer support for mild-moderate mental health needs, and developing evidence-based interventions for parent-infant relationships
 - **Early language and the Home Learning Environment** – including expanding training for professionals in evidence-based interventions, and developing integrated pathways for early language development
 - **Infant feeding** – including expanding infant feeding peer support programmes, developing out of hours support and an integrated pathway including specialist support

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- The Council commissions targeted and universal youth services and these services are planned to work in tandem with the family hub offer
- The Council will continue to work alongside Lewisham's Integrated Care System priorities for early help and prevention

Staffing

- In terms of staffing, through possible increased volunteering opportunities, CFC services may be maintained including using more targeted approach where services can be put in place quickly for those most in need
- Affected providers may apply for SFL/Family Hub funding
- Staff affected by redundancies may be able to apply for the new employment opportunities created by the SFL/Family Hub funding, however, this may depend on whether they have the required skills set
- The provider could use more sessional staff and those who are affected by redundancies may benefit from these new opportunities
- For affected staff, Providers will be asked to signpost them to the Council's job website as well as its partners; the Council together with ICB commission many services locally, and thus, support job creation in Lewisham

6.3. Effects on the Council Services

- Cuts in CFC services would be mitigated through the SFL/Family Hub funding, remodelling of CFC services and efficiencies identified internally within the CYP department
- Officers can work with the Providers to obtain additional funding from funders such as charitable trusts and Government departments, however, this will take time and is not an immediate solution
- Parents will be supported to increase the take-up of peer support. Lewisham will be enhancing its peer support programme which will see a growth in parent champions working within Lewisham's communities
- Remodelled services can also look at delivery of virtual services, however, some parents are digitally excluded and this will be taken into consideration

6.4 Impact on protected characteristics as a result of mitigation

As a result of mitigating cuts to CFC base budgets, people with protected characteristics will be have a neutral impact:

- Age – Neutral, though positive for those aged 20-25 years old.
- Ethnicity/Race – Neutral
- Religion or belief – Neutral
- Language spoken – Neutral
- Gender/Sex – Neutral
- Gender identity – Neutral
- Disability – Neutral
- Household type – Neutral
- Income – Neutral

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<ul style="list-style-type: none"> o Carer status – Neutral o Sexual orientation – Neutral o Socio Economic – Neutral o Marriage and Civil Partnership – Neutral o Pregnancy and Maternity – Neutral o Refugee/Migrant/ Asylum seeker – Neutral o Health & Social Care – Neutral o Nationality – Neutral o Employment – Neutral
<p>3. Service user journey that this decision or project impacts</p> <p>6.1 The remodelling of CFC services gives Lewisham opportunities to deliver Improved:</p> <ul style="list-style-type: none"> • Information, advice and guidance on 121 and via website • Information on self help • Targeting for children in their first 1001 days • Improved targeting of children and families via Lewisham’s internal Family Thrive Project so that early help is offered much quicker • Referral pathways and joined up working, where health, council and community services all come together to work much more closely – this will be part of the family hub development • Equalities data reporting and targeting – there needs to be an improved way to capture the equalities data so that there can be better targeting of services • Outreach in deprived areas of Lewisham to deliver parenting programmes like Empowering Parents, Empowering Communities will see parent champions being identified and working across Lewisham communities • Joined-up working with advice agencies/housing officers who can support with benefits and housing issues • Youth offer where youth services can deliver services in closer partnership with CFCs • Needs assessment – the Council, as part of SFL/Family Hub funding, will be required to carry out a needs assessment of children and families – this will further feed into our remodelling of CFCs

6.2 Equalities Plan

Issue	Actions To Be Taken	Lead Officer	Timescale For Implementation	Timescale For Completion
Ensure CFC model adjusts to SFL/Family Hub funding and is needs-led at all times	<ul style="list-style-type: none"> ▪ Ensure and develop a robust service delivery plan, service structure including 	Harsh a Ganat ra	1 April 2023	Ongoing

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	<p>customer journey, joined up working and referral pathways</p> <ul style="list-style-type: none"> ▪ Ensure newly adjusted model works in tandem with the family hub development in Lewisham and works much more closely with a range of services including Council’s youth services ▪ Ensure newly adjusted model takes into account levels of deprivation around the borough and better targeting of families in this area ▪ Ensure sustainability plan for CFCs after SFL funding finishes 			
<p>New model doesn’t deliver expected outputs/ outcomes especially for people with protected characteristics</p>	<ul style="list-style-type: none"> ▪ Ensure and develop a robust service plan/specification with clear KPIs (outcomes/outputs) and monitor services monthly/quarterly ▪ Increased engagement with parents/families to receive 	<p>Harsha Ganatra</p>	<p>From 1 September 2023</p>	<p>Ongoing</p>

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

	<p>meaningful feedback and accordingly, make changes to the service model</p> <ul style="list-style-type: none"> ▪ Ensure that the CFC service model takes into account the impending CYP-wide needs assessment (which also considers birth data) ▪ Ensure data systems currently used are improved ▪ Explore how to capture data on wider protected characteristics including disability 			
<p>Ensure services are more accessible to SEND and all people from protected characteristics</p>	<ul style="list-style-type: none"> ▪ Clear service specification, explicit targets on targeting families from the protected characteristics including disabilities ▪ Almost half of the adults supported are men. More men could be targeted to benefit from CFC services ▪ Ensure that qualitative information is also recorded to feed into equalities 	<p>Harsh a Ganatra</p>	<p>1 April 2023</p>	<p>Ongoing</p>

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

	monitoring/needs analysis			
Ensure CFC services record and collect full data on protected characteristics to inform wider picture of needs/equality impact	<ul style="list-style-type: none"> ▪ Embed EAA requirements within new/modified service specifications and KPIs ▪ Ensure that anecdotal information is also recorded ▪ To reduce the percentage of 'unknown' category in the performance monitoring data – this appears to be very high and may not be giving us an accurate picture of use 	Harsh a Ganatra	1 April 2023	Ongoing
Ensure parents continue to receive cost of living information and support including housing/employment support in CFCS	<ul style="list-style-type: none"> ▪ Engage with internal Economy, Jobs and Partnerships Section to ensure there is joined-up working with CFCs ▪ Engage with advice and housing providers including DWP to ensure adequate support for parents regarding jobs/income maximisation 			

Appendix 2 – Budget Reduction Proposals – Members – 2023/24

	<ul style="list-style-type: none"> ▪ Roll out Council’s Parent Champion Service which could be a route to employment. The service could also be run from CFC centres. 			
Ongoing engagement with children and families	<ul style="list-style-type: none"> ▪ Embed a culture of continues feedback mechanisms 	Harsh a Ganat ra	1 April 1 2023	Ongoing



SIGNATURE OF DIRECTOR.....

.....DATE 24th November 2022