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Corporate Savings Principles

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

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

Appendix 6



Making fair financial decisions Guidance for decision-makers

3rd edition, January 2015

Introduction

With major reductions in public spending, public authorities in Britain are being required to make difficult financial decisions. This guide sets out what is expected of you as a decision-maker or leader of a public authority responsible for delivering key services at a national, regional and/or local level, in order to make such decisions as fair as possible.

The public sector equality duty (the equality duty) does not prevent you from making difficult decisions such as reorganisations and relocations, redundancies, and service reductions, nor does it stop you from making decisions which may affect one group more than another group. The equality duty enables you to demonstrate that you are making financial decisions in a fair, transparent and accountable way, considering the needs and the rights of different members of your community. This is achieved through assessing the impact that changes to policies, procedures and practices could have on people with different protected characteristics.

Assessing the impact on equality of proposed changes to policies, procedures and practices is not just something that the law requires, it is a positive opportunity for you as a public authority leader to ensure you make better decisions based on robust evidence.

What the law requires

Under the equality duty (set out in the Equality Act 2010), public authorities must have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

The protected characteristics covered by the equality duty are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination.

The law requires that public authorities demonstrate that they have had 'due regard' to the aims of the equality duty in their decision-making. Assessing the potential impact on equality of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can demonstrate that they have had 'due regard'.

It is also important to note that public authorities subject to the equality duty are also likely to be subject to the Human Rights Act 1998. We would therefore recommend that public authorities consider the potential impact their decisions could have on human rights.

Aim of this guide

This guide aims to assist decision-makers in ensuring that:

- The process they follow to assess the impact on equality of financial proposals is robust, and
- The impact that financial proposals could have on people with protected characteristics is thoroughly considered before any decisions are arrived at.

We have also produced detailed guidance for those responsible for assessing the impact on equality of their policies, which is available on our website at www.equalityhumanrights.com

The benefits of assessing the impact on equality

By law, your assessments of impact on equality must:

- Contain enough information to enable a public authority to demonstrate it has had 'due regard' to the aims of the equality duty in its decision-making
- Consider ways of mitigating or avoiding any adverse impacts.

Such assessments do not have to take the form of a document called an equality impact assessment. If you choose not to develop a document of this type, then some alternative approach which systematically assesses any adverse impacts of a change in policy, procedure or practice will be required.

Assessing impact on equality is not an end in itself and it should be tailored to, and be proportionate to, the decision that is being made.

Whether it is proportionate for an authority to conduct an assessment of the impact on equality of a financial decision or not depends on its relevance to the authority's particular function and its likely impact on people with protected characteristics.

We recommend that you document your assessment of the impact on equality when developing financial proposals. This will help you to:

- **Ensure you have a written record of the equality considerations** you have taken into account.
- **Ensure that your decision includes a consideration of the actions that would help to avoid or mitigate any impacts on particular protected characteristics.** Individual decisions should also be informed by the wider context of decisions in your own and other relevant public authorities, so that people with particular protected characteristics are not unduly affected by the cumulative effects of different decisions.

- **Make your decisions based on evidence:** a decision which is informed by relevant local and national information about equality is a better quality decision. Assessments of impact on equality provide a clear and systematic way to collect, assess and put forward relevant evidence.

- **Make the decision-making process more transparent:** a process which involves those likely to be affected by the policy, and which is based on evidence, is much more open and transparent. This should also help you secure better public understanding of the difficult decisions you will be making in the coming months.

- **Comply with the law:** a written record can be used to demonstrate that due regard has been had. Failure to meet the equality duty may result in authorities being exposed to costly, time-consuming and reputation-damaging legal challenges.

When should your assessments be carried out?

Assessments of the impact on equality must be carried out at a **formative stage** so that the assessment is an integral part of the development of a proposed policy, not a later justification of a policy that has already been adopted. Financial proposals which are relevant to equality, such as those likely to impact on equality in your workforce and/or for your community, should always be subject to a thorough assessment. This includes proposals to outsource or procure any of the functions of your organisation. The assessment should form part of the proposal, and you should consider it carefully **before** making your decision.

If you are presented with a proposal that has not been assessed for its impact on equality, you should question whether this enables you to consider fully the proposed changes and its likely impact. Decisions not to assess the impact on equality should be fully documented, along with the reasons and the evidence used to come to this conclusion. This is important as authorities may need to rely on this documentation if the decision is challenged.

It is also important to remember that the potential impact is not just about numbers. Evidence of a serious impact on a small number of individuals is just as important as something that will impact on many people.

What should I be looking for in my assessments?

Assessments of impact on equality need to be based on relevant information and enable the decision-maker to understand the equality implications of a decision and any alternative options or proposals.

As with everything, proportionality is a key principle. Assessing the impact on equality of a major financial proposal is likely to need significantly more effort and resources dedicated to ensuring effective engagement, than a simple assessment of a proposal to save money by changing staff travel arrangements.

There is no prescribed format for assessing the impact on equality, but the following questions and answers provide guidance to assist you in determining whether you consider that an assessment is robust enough to rely on:

- **Is the purpose of the financial proposal clearly set out?**

A robust assessment will set out the reasons for the change; how this change can impact on protected groups, as well as whom it is intended to benefit; and the intended outcome. You should also think about how individual financial proposals might relate to one another. This is because a series of changes to different policies or services could have a severe impact on particular protected characteristics.

Joint working with your public authority partners will also help you to consider thoroughly the impact of your joint decisions on the people you collectively serve.

Example: A local authority takes separate decisions to limit the eligibility criteria for community care services; increase charges for respite services; scale back its accessible housing programme; and cut concessionary travel. Each separate decision may have a significant effect on the lives of disabled residents, and the cumulative impact of these decisions may be considerable. This combined impact would not be apparent if the decisions were considered in isolation.

• **Has the assessment considered available evidence?**

Public authorities should consider the information and research already available locally and nationally. The assessment of impact on equality should be underpinned by up-to-date and reliable information about the different protected groups that the proposal is likely to have an impact on. A lack of information is not a sufficient reason to conclude that there is no impact.

• **Have those likely to be affected by the proposal been engaged?**

Engagement is crucial to assessing the impact on equality. There is no explicit requirement to engage people under the equality duty, but it will help you to improve the equality information that you use to understand the possible impact on your policy on different protected characteristics. No-one can give you a better insight into how proposed changes will have an impact on, for example, disabled people, than disabled people themselves.

• **Have potential positive and negative impacts been identified?**

It is not enough to state simply that a policy will impact on everyone equally; there should be a more in-depth consideration of available evidence to see if particular protected characteristics are more likely to be affected than others. Equal treatment does not always produce equal outcomes; sometimes authorities will have to take particular steps for certain groups to address an existing disadvantage or to meet differing needs.

• **What course of action does the assessment suggest that I take? Is it justifiable?**

The assessment should clearly identify the option(s) chosen, and their potential impacts, and document the reasons for this decision. There are four possible outcomes of an assessment of the impact on equality, and more than one may apply to a single proposal:

Outcome 1: No major change required when the assessment has not identified any potential for discrimination or adverse impact and all opportunities to advance equality have been taken.

Outcome 2: Adjustments to remove barriers identified by the assessment or to better advance equality. Are you satisfied that the proposed adjustments will remove the barriers identified?

Outcome 3: Continue despite having identified some potential for adverse impacts or missed opportunities to advance equality. In this case, the justification should be included in the assessment and should be in line with the duty to have 'due regard'. For the most important relevant policies, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact, as discussed below.

Outcome 4: Stop and rethink when an assessment shows actual or potential unlawful discrimination.

• **Are there plans to alleviate any negative impacts?**

Where the assessment indicates a potential negative impact, consideration should be given to means of reducing or mitigating this impact. This will in practice be supported by the development of an action plan to reduce impacts. This should identify the responsibility for delivering each action and the associated timescales for implementation. Considering what action you could take to avoid any negative impact is crucial, to reduce the likelihood that the difficult decisions you will have to take in the near future do not create or perpetuate inequality.

Example: A University decides to close down its childcare facility to save money, particularly given that it is currently being under-used. It identifies that doing so will have a negative impact on women and individuals from different racial groups, both staff and students.

In order to mitigate such impacts, the University designs an action plan to ensure relevant information on childcare facilities in the area is disseminated to staff and students in a timely manner. This will help to improve partnership working with the local authority and to ensure that sufficient and affordable childcare remains accessible to its students and staff.

• **Are there plans to monitor the actual impact of the proposal?**

Although assessments of impact on equality will help to anticipate a proposal's likely effect on different communities and groups, in reality the full impact of a decision will only be known once it is introduced. It is therefore important to set out arrangements for reviewing the actual impact of the proposals once they have been implemented.

What happens if you don't properly assess the impact on equality of relevant decisions?

If you have not carried out an assessment of impact on equality of the proposal, or have not done so thoroughly, you risk leaving yourself open to legal challenges, which are both costly and time-consuming. Legal cases have shown what can happen when authorities do not consider their equality duties when making decisions.

Example: A court overturned a decision by Haringey Council to consent to a large-scale building redevelopment in Wards Corner in Tottenham, on the basis that the council had not considered the impact of the proposal on different racial groups before granting planning permission.

However, the result can often be far more fundamental than a legal challenge. If people feel that an authority is acting high-handedly or without properly involving its service users or employees, or listening to their concerns, they are likely to become disillusioned with you.

Above all, authorities which fail to carry out robust assessments of the impact on equality risk making poor and unfair decisions that could discriminate against people with particular protected characteristics and perpetuate or worsen inequality.

As part of its regulatory role to ensure compliance with the equality duty, the Commission monitors financial decisions with a view to ensuring that these are taken in compliance with the equality duty and have taken into account the need to mitigate negative impacts, where possible.

Appendix 7

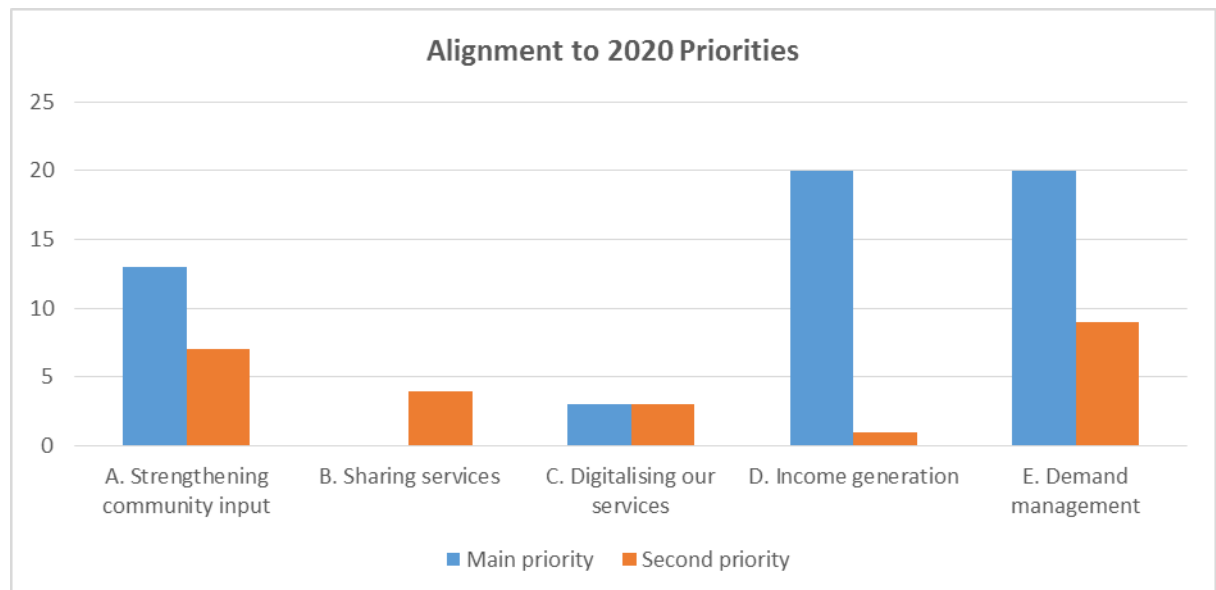
Policy and Equalities Analysis

Analysis of Budget Savings Proposals 2019/20 and 2020/21

This report sets out the impact of the various savings proposals put forward for the 2019/20 and 2020/21 budget savings round on Council priorities and characteristics protected under the Equality Act 2010.

Alignment to 2020 Priorities

The chart below illustrates how budget savings proposals are aligned to Lewisham's 2020 priorities. Of these, the chart shows that 'income generation', 'demand management' and 'strengthening community input' respectively have the highest number of proposals aligned to them as the main priority. By contrast, 'demand management', 'strengthening community input' and 'sharing services', respectively, have the highest number of priorities aligned to them as the second priority.

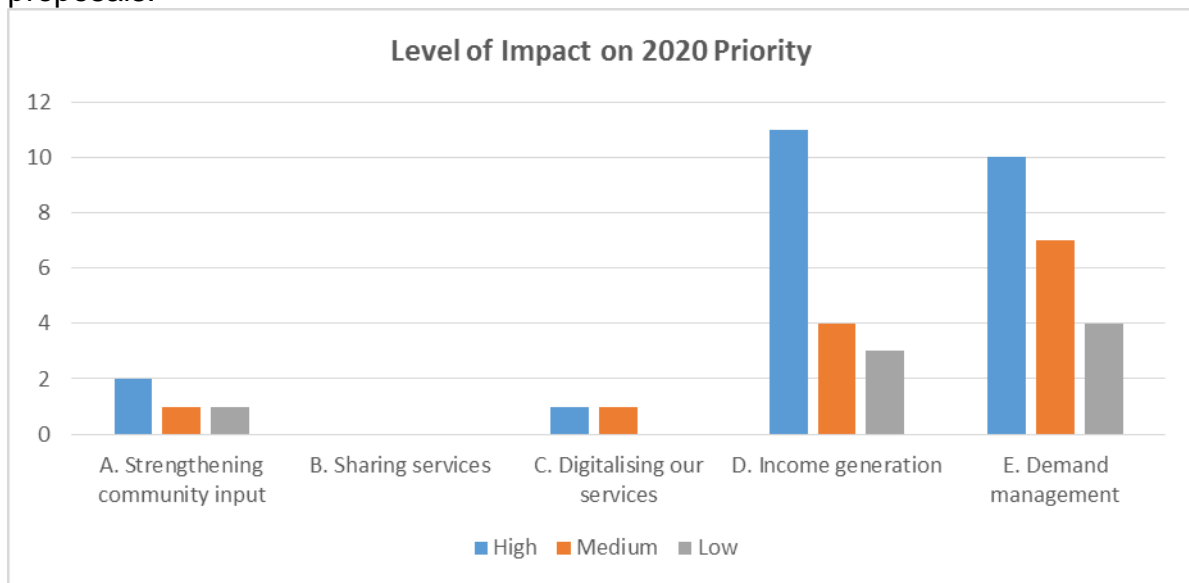


Level of Impact on 2020 Priority

The chart below shows the level of impact of budget savings proposals upon Lewisham's 2020 priorities. The chart specifically illustrates these impacts as 'high', 'medium' and 'low'.

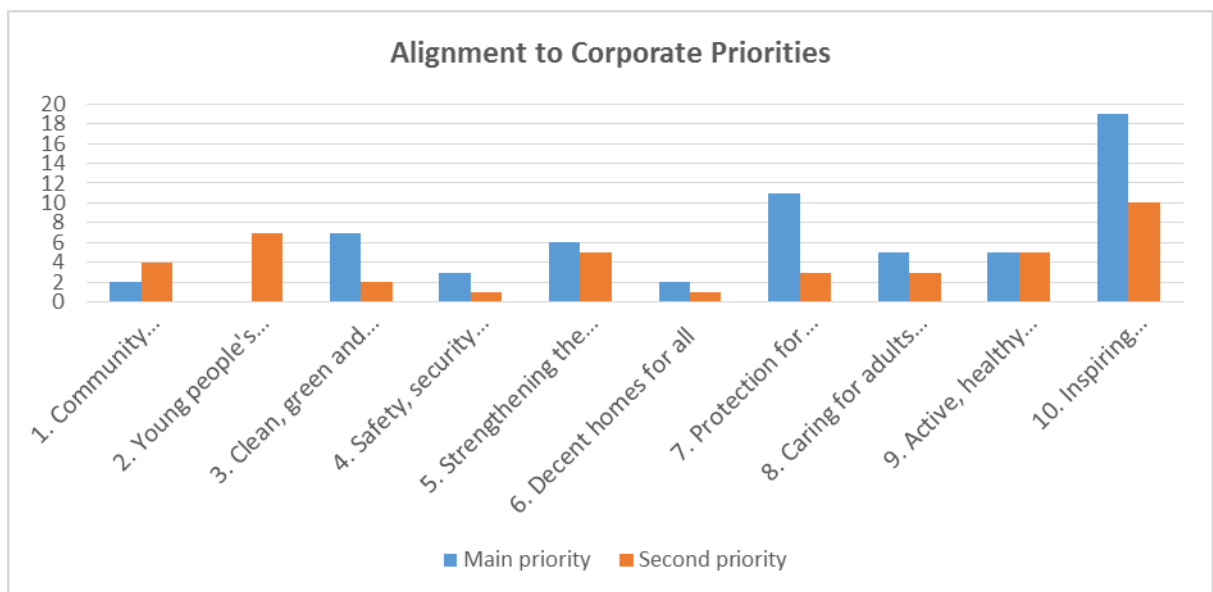
For those priorities where a likely impact has been identified, the highest impact will be on 'income generation', followed by 'demand management', 'strengthening community input' and 'digitalising our services'. By contrast 'demand management' is the priority with the greatest number of proposals with a medium impact, followed by 'income generation, 'strengthening community input' and 'digitalising our services'. 'Demand management' and

'income generation' are the priorities with the greatest number of low impact proposals.



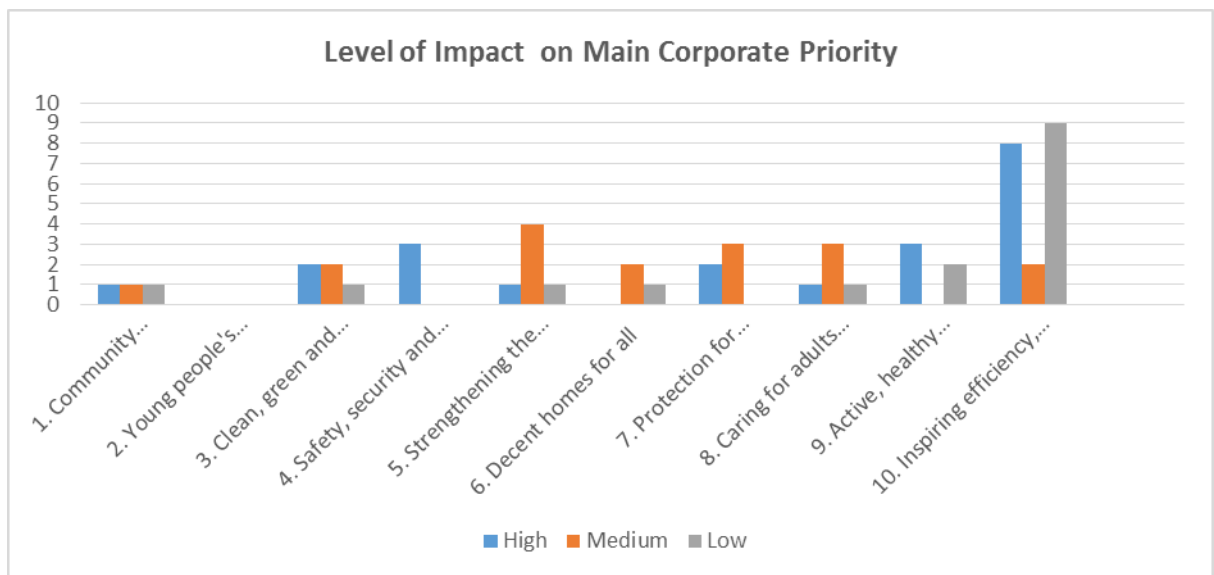
Alignment to Corporate Priorities

The chart below shows how budget savings proposals are aligned to Lewisham's corporate priorities. The chart specifically shows those priorities upon which there will be a primary and secondary alignment. Of these, the chart shows that 'inspiring efficiency, effectiveness and equity' is the priority with the greatest number of savings proposals aligned to it as both a main and second priority. 'Protection for children' is the priority with the second highest number of budget savings aligned to it as a main priority, whilst 'young people's achievement and involvement' is the priority with the second highest number of second priorities aligned to it



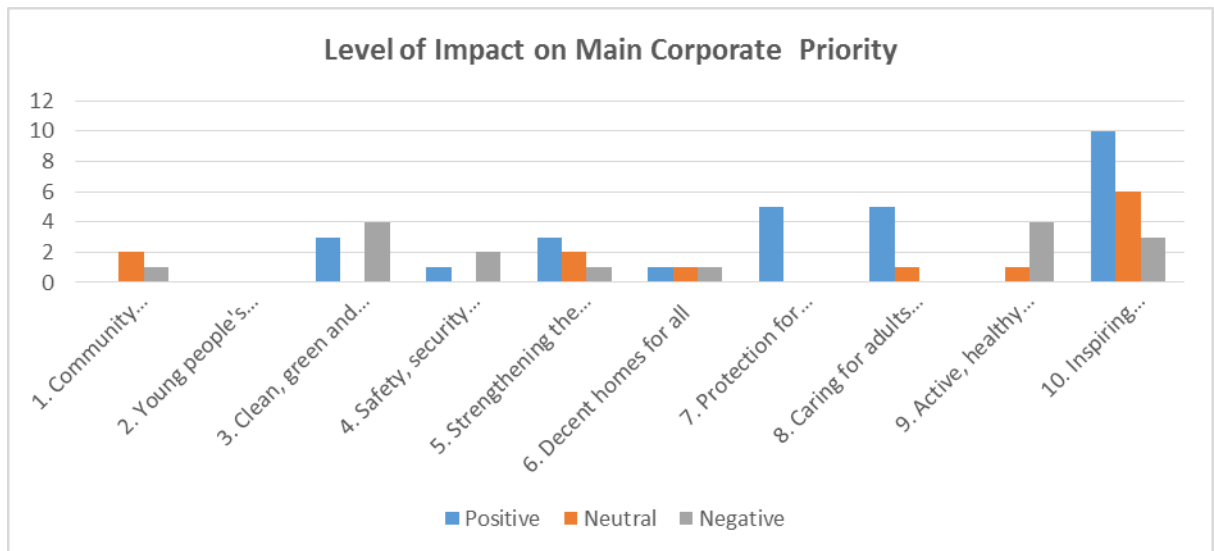
Level of Impact on main Corporate Priority

The chart below shows the level of impact of budget savings proposals on the main corporate priority. Specifically, the chart shows that 'inspiring efficiency, effectiveness and equity', will be affected by the greatest number of high impact proposals, followed by 'safety, security and visible presence' and 'active healthy citizens'. By contrast, 'strengthening the local economy' will be impacted by the greatest number of medium impact proposals, followed by 'protection for children' and caring for adults & older people'. Low impact proposals are distributed across most of the corporate priorities, however the majority of these will impact upon the 'inspiring efficiency, effectiveness & equity' priority.

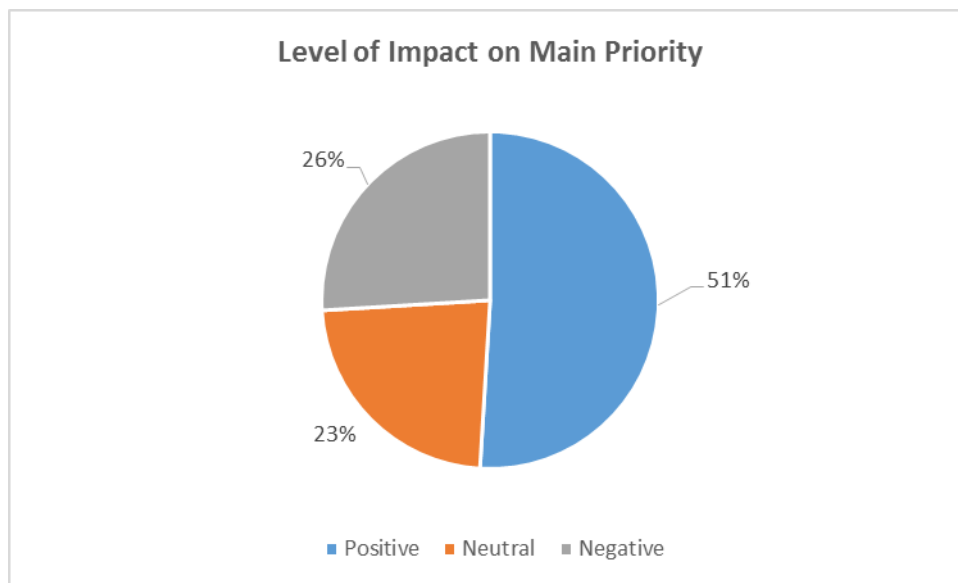


Positive Neutral or Negative Impact on Corporate Priorities

The chart below shows where the impact on budget savings on corporate priorities will have a positive, neutral or negative impact. In particular, it shows that 'inspiring efficiency, effectiveness and equity', has the highest number of savings proposals with either a positive or neutral impact allocated to it. Priorities with a lesser number of positive impact proposals aligned to them are 'protection for children' and 'caring for adults and older people'. By contrast, 'clean, green and liveable', 'active healthy citizens' and 'inspiring efficiency, effectiveness and equity' are the priorities with the highest number of negative impact budget savings proposals aligned to them.



The chart below gives an overall assessment of the impact of budgets savings upon the main corporate priority. Specifically, the chart shows that 75 per cent of budget savings proposals are expected to have a positive or neutral impact, whilst one in four are expected to have a negative impact.



Geographical Impact of Budget Savings Proposals

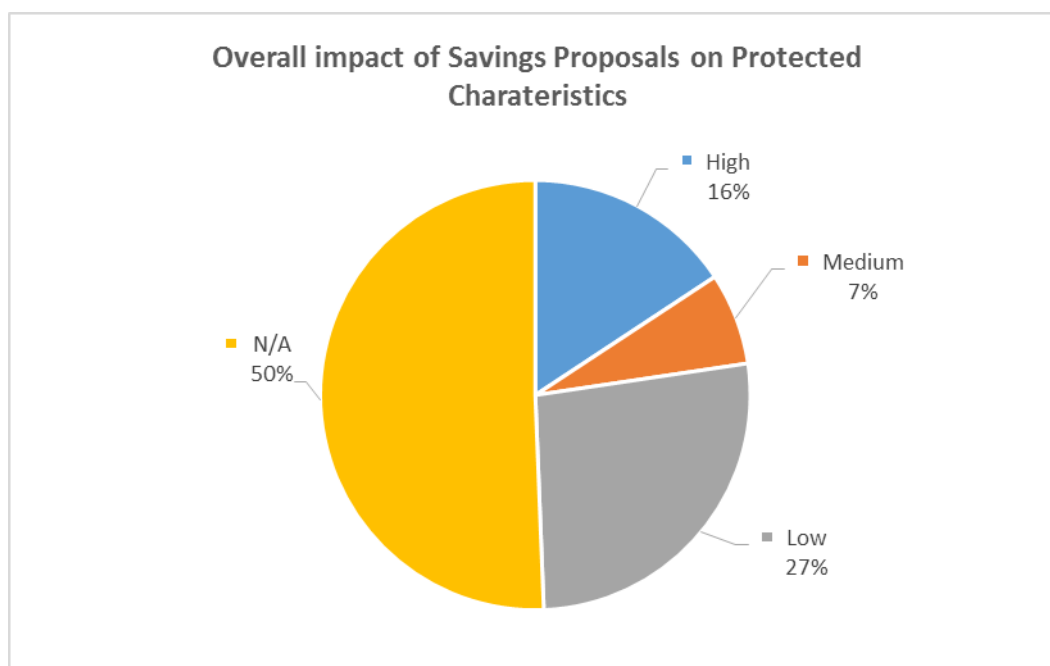
It total eight savings proposals have been identified as having a specific geographical impact. Examples of savings proposals where a geographical impact is identified include: the cut in staffed opening hours affecting hub libraries in Lewisham Central, Ladywell, Deptford, Catford, Downham, Whitefoot, Bellingham and Evelyn and the reduction in events funding impacting upon Blackheath for fireworks and Rushey Green for Peoples Day.

Equalities Impact of Budget Savings Proposals

Impact	Ethnicity	Gender	Age	Disability	Religion/Belief	Pregnancy/Maternity	Marriage & Civil Partnerships	Sexual Orientation	Gender reassignment
High	8	9	9	12	2	4	1	2	2
Medium	1	2	4	2	3	4	3	2	1
Low	13	7	14	5	9	9	9	9	10
N/A	13	17	10	17	21	18	22	21	22

Overall Impact of Budget Savings on Protected Characteristics

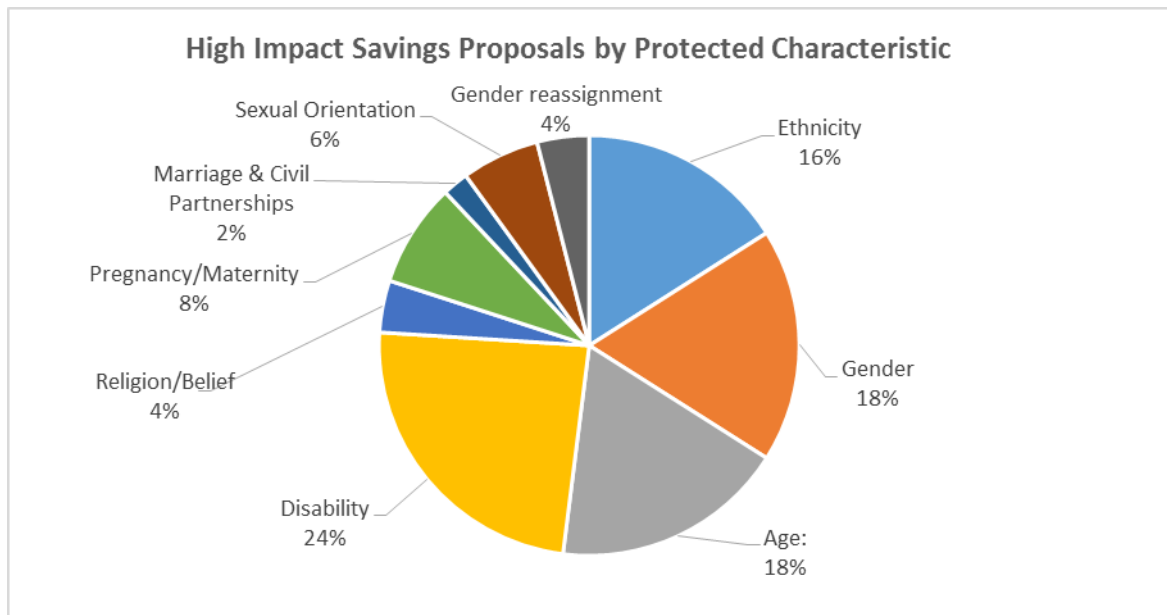
The chart below shows the overall impact of budget savings proposals on protected characteristics. Specifically, it shows that half of the proposals will not have any impact on protected characteristics ('not applicable'). A further three in ten proposals are expected to have a 'low' impact on protected characteristics, whilst nearly one in four proposals are expected to have a 'high' or 'medium' impact.



High Impact Savings Proposals by Protected Characteristic

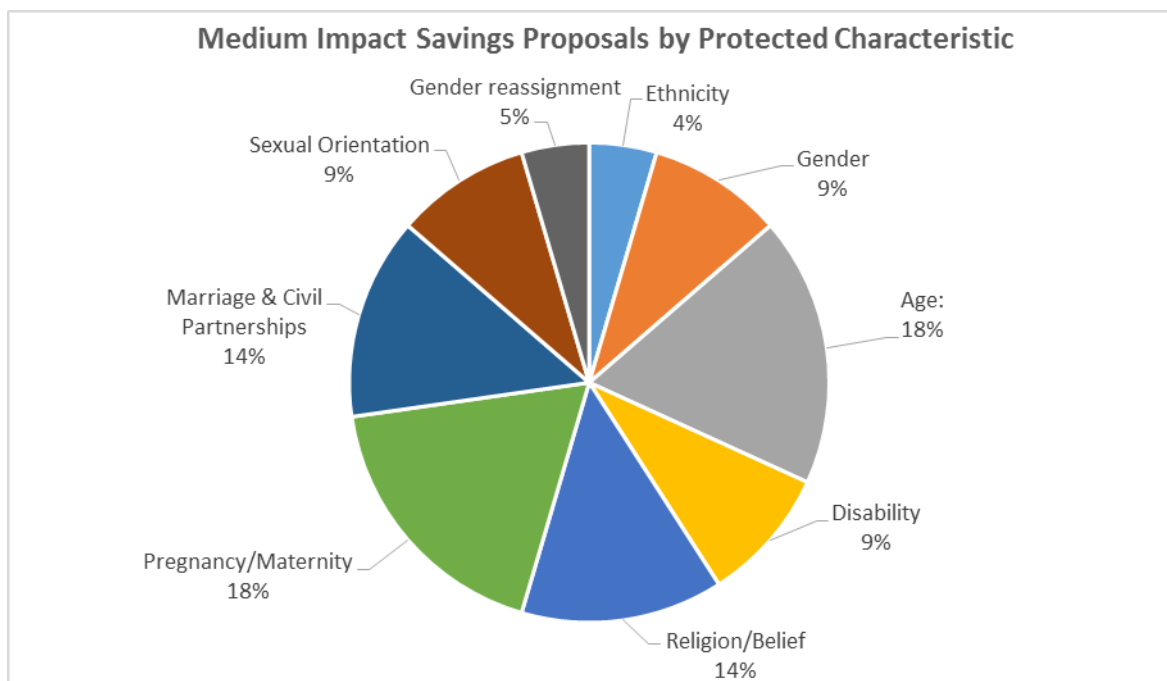
The chart below shows budget savings proposals with a 'high' impact, by protected characteristic. Specifically the chart shows that one in four savings proposals are expected to have a 'high' impact on disability, followed by gender and age, for which nearly 2 in 10 savings proposals are expected to have a 'high' impact. A point to note about impact is that this chart does not, nor can it, indicate where there is a cumulative impact. For example, whether those of a particular gender, of a particular age, of a particular ethnicity and

who are disabled are more likely to be affected by savings proposals than those who do not share those 'sub-characteristics'.



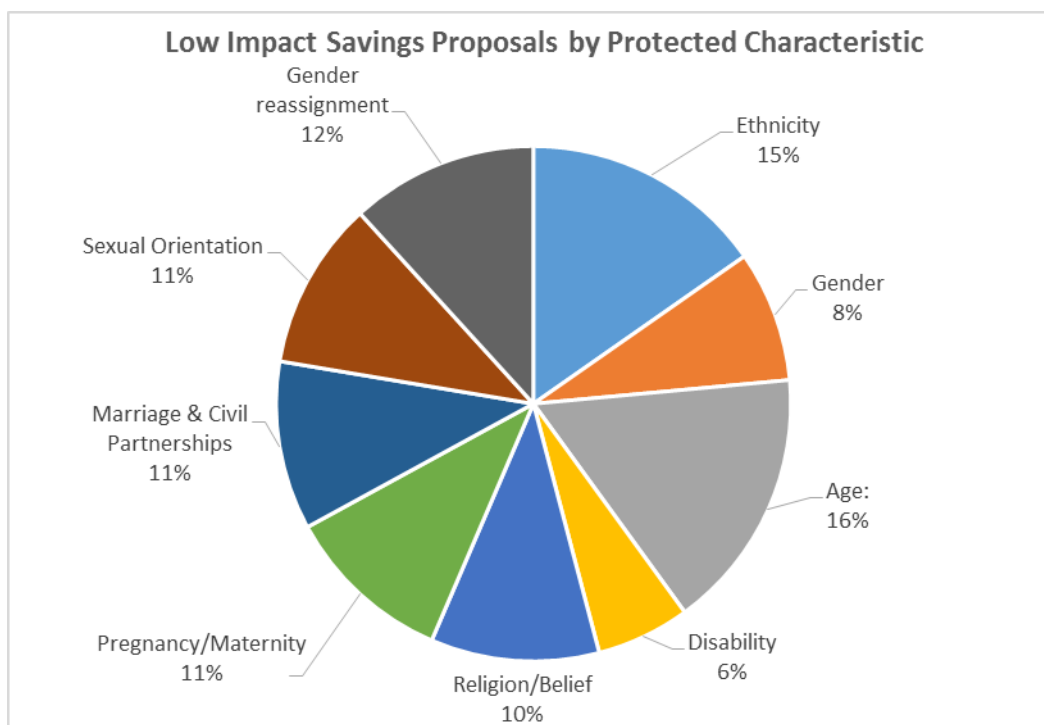
Medium Impact Savings Proposals by Protected Characteristic

The chart below shows budget savings proposals with a medium impact on protected characteristics. Specifically the chart shows that just short of two in ten proposals are expected to have a 'medium' impact on pregnancy and maternity and age, respectively. Some 14 per cent of proposals are expected to have a 'medium' impact on marriage & civil partnership and religion or belief respectively. As a proportion, just under 10 per cent of proposals are expected to have a 'medium' impact on disability, gender and sexual orientation respectively.



Low Impact Savings Proposals by Protected Characteristic

The chart below shows budget savings proposals with a 'low' impact on protected characteristics. Specifically the chart shows that 16 per cent of proposals are expected to have a 'low' impact on age, with 15 per cent expected to have a 'low' impact on ethnicity. A further 12 per cent of proposals are expected to have a 'low impact' on gender re-assignment.



Requirement for a Full Equality Analysis Assessment

The table below indicates whether or a not a full equalities analysis assessment is required for the various savings proposals identified as part of the 2019/20 and 2020/21 budget savings round. The table reveals that 44 proposals (75 per cent of the total), will not require a full equality analysis assessment, whilst 11 proposals (just under 20 per cent of the total) will require a full equality analysis assessment.

APPENDIX 8

Specific Legal Implications

Reference	Description	Savings Yr1/2/Total	Legal implications
CYP1	Make efficient use of residential placements	500/300/800	Where contracts are in place, they may only be varied in accordance with the terms of that contract or by mutual agreement. The statutory duty to secure sufficient accommodation to meet the needs of children in the Council's care are reflected in the pro forma
CYP2	Placement processes and systems efficiencies	250/0/250	There are no specific implications in addition to those set out in CYP1 and in the pro forma
CYP3	Proactive market management of Independent Fostering Agencies	350/600/950	There are no specific implications in addition to those set out at CYP1 and in the pro forma
CYP4	Commission semi-independent accommodation for care leavers	250/250/500	There are no specific implications in addition to those set out at CYP1 and in the pro forma
CYP5	Residential framework for young people	200/200/400	There are no specific legal implications in addition to those set out at CYP1 and in the pro forma
CYP6	Cease funding for former CYP post in voluntary Action Lewisham	24.5/24.5/50	Though this is a relatively small proposed budget reduction spread over two years when compared to other proposals, there will need to be consultation with VAL and a specific equalities impact assessment before a

			decision on this proposal can be made. Lewisham Council has in place a voluntary sector compact and any decisions to reduce funding to voluntary sector organisations must be made in accordance with that process.
CYP7	Early help redesign	0/800/800	It is as yet unclear what proposals will emerge from the review. However, it is likely that they will need consultation and a further report.
COM1	Managing demand at the point of access to Adult social Care services	122/0/122	<p>The pro forma accurately reflects Care Act duties. However given the client groups may be vulnerable and have protected characteristics (such as age/disability/ gender) there will need to be an equalities impact assessment carried out before a decision can be made.</p> <p>A report on COM1 & 2 could be merged and requires an overall EIA, as service pathways are likely to alter, and the client groups, although also including those who may use the services in future, and are therefore difficult to capture, will also mainly comprise existing or proximate users, who do have protected characteristics.</p>
COM2	Ensuring support plans are optimised for vfm	250/250/500	As COM1 above

COM3	Increase revenue from charging adult social care clients	159/0/159	This proposal signals a change of approach. It simply proposes changes to practice to ensure that charges made are up to date, bills are accurate and more timely. The proposal is lawful but the change in procedures may lead to complaints from service users who will receive increased and updated charges.
COM4	Reduce costs for learning disability and transitions	900/1m/1.9m	This proposal requires a full report to set out the proposed changes in service structure and availability, and the proposals also contain commissioning issues. An EIA is also required.
COM5	Increased use of personalisation	260/482/742	This proposal requires a report as there are several strands to it, all of which will result in service changes, redirection of focus, and an EIA is also required.
COM6	Reduction in mental health residential care costs	300/200/500	The Council, working with partner SLAM, will need to comply with the terms of any existing contracts with the affected residential care providers. The Council will need to finalise the machinery for joint working in order to fully engage with SLAM on delivery of this proposal.
COM7	Reduction in Adult Social Care contribution to Mental health integrated services	100/50/150	The proposals relate only to a reduction in management costs and do not affect performance of statutory duties. The Council and SLAM have

			<p>been working together for several years in relation to provision of integrated services to adults with mental health needs. SLAM have indicated their agreement to these proposals. If staffing there will be staffing legal implications for the employer.</p>
COM8	<p>A change in the public engagement responsibilities for air quality and dedicated funding</p>	0/60/60	<p>The Council's legal duties are set out in the pro forma. The Council will need to be satisfied that it can meet its statutory duties if this proposed reduction is taken. The general implications relating to staffing reorganisations will apply</p>
COM9	<p>Cut to intensive housing advice and support service (funded through Supporting People budget)</p>	300/0/300	<p>This needs a full report.</p> <p>Existing contracts can only be varied in accordance with the terms of the contract or by mutual agreement.</p> <p>Equalities assessment needed.</p> <p>The Council as a Local Housing Authority has statutory obligations to prevent homelessness and provide assistance to people threatened with or actual homeless, pursuant to Part 7 of the Housing Act 1996, as amended by the Homelessness Act 2002 and also the Homelessness (Priority Need for Accommodation) (England) Order 2002 and also in accordance with the provisions of the</p>

			Homelessness Reduction Act 2017.
COM10	(1) Reorganisation of crime enforcement and regulation service (2) removal of problem solving resources (3) review CCTV	215/0/215 40/0/40 0/161/161	Statutory duties are reflected in the pro forma. The Council will still need to meet them even if the proposed reductions are taken. A full EAA is to be carried out before a final decision is made
COM11	Hub libraries cuts to opening hours	Two options	Needs a full consultation exercise and a full report to come back to the M and C
COM12	Cut main grants programme	1m/0/1m	Full consultation and a full report required
COM 13	Reduction in arts, development and events funding	145/0/145	No specific legal implications
COM 14	Local Assemblies fund	Several options	There are no specific implications. Assemblies are not formal decision making bodies and formal responsibility for any remaining Assembly Fund is determined by the Mayoral Scheme of Delegation. Decisions relating to the allocation of CIL must accord with the purpose for which a development attracted CIL.
COM 15	Broadway Theatre – reduce operating subsidy	Spend to save then 100k	No specific legal implications
COM 16	Culture and Community Development Staffing	75/75/150	A staffing reorganisation so the general legal implications relating to reorganisations will apply
COM 17	Ending the Small and Faith fund	100/0/100	To be dealt with in main report on grant funding –

			currently out for consultation – needs a full report
CUS1	Printing reduction	100/0/100	The Council must still meet the access to information requirements set out in the Local Government Act 1972 and associated regulations.
CUS2	Income generation – increase of garden waste subscription charge	278/485/763	The Controlled Waste Regulations 1992 and Section 45(3) Environmental protection Act 1990 allow the council to recover a reasonable charge for the collection of garden waste from the person who made the request
CUS3	Income Generation – Events in Parks	200/300/500	The Council's General Events Policy and Blackheath Events Policy would need to be amended to reflect the changes proposed and this will require a full report
CUS4	Income generation – increase in commercial waste charges	150/300/450	The legal implications are set out in the pro forma
CUS5	Increase charge for collection of domestic lumber from households	30/0/30	The legal implications are set out in the pro forma
CUS6	Bereavement services increase income charges	67/67/134	The legal implications are set out in the pro forma
CUS7	Reduce sweeping frequency to residential roads to once per fortnight	0/823/823	The legal implications are set out in the pro forma

CUS8	Close 4 remaining automated toilets in the borough	92/0/92	The legal implications are set out in the pro forma. Equalities impact is needed as two automated toilets proposed for closure are for disabled people
CUS9	Cost reductions in homelessness provision – income generation and net budget reduction	405/696/1.1m	There are no specific legal implications as the proposals relate to means by which the council will fulfil its homelessness duties
CUS10	Invest to save – create revenues protection team	806/394/1.2m	The proposal is consistent with the Council’s fiduciary duty.
CUS11	Process automation in Revenues and Benefits	0/250/250	The legal implications are set out in the pro forma. General staffing implications will apply
CUS 12	Invest to save – improve Housing Benefit overpayment recovery	480/0/480	The proposal is consistent with the Council’s fiduciary duty.
CUS13	Invest to save – improve sundry debt collection	0/480/480	The proposal is consistent with the Council’s fiduciary duty
CUS 14	Parking service – revenue review	500/0/500	Under section 45 RTRA 1984, local authorities have the power to designate parking places on the highway, charge for use of them and issue parking permits for a charge. Such charges are prescribed within a local designation order. Funds raised must be placed in a ring fenced account and surpluses must be applied for other transport purposes.

RES1	Benefits realisation Oracle Cloud	90/350/440	Legal implications are set out in the pro forma.
RES 2	Legal fees increase	50/32/82	Legal implications are set out in the pro forma.
RES3	Executive office Admin support staff reduction	0/104/104	General staffing implications will apply
RES4	Policy, Service Design and Intelligence – Reduction on staffing		Legal implications are set out in the pro forma. Staffing implications will apply
RES5	Withdrawal of councillor run car delivery service	10/0/10	There are legal access to information requirements pertaining to the service of summonses for meetings on councillors. They must be sent to or left at their address, or another chosen by the councillor at least 5 clear days before the meeting. Members may also agree to accept electronic service. This statutory duty must be complied with even if the reduction is taken
RES6	Increase income supporting the funding officer post and review the Economy and partnerships function	30/80/110	Legal implications are set out in the pro forma
RES7	Reduce corporate apprenticeships budget	0/55/0	Legal implications are set out in the pro forma
RES8	Insurance costs – premium reduction	30/0/30	There are no specific legal implications

RES9	Insurance costs – self-insurance reserves	200/0/200	There are no specific legal implications
RES10	Cease the graduate development programme	78/78/156	There are no specific legal implications
RES11	Planning Service – increase income	100/100/200	<p>There are a range of charges which are fixed by the Government under the Town and Country Planning (Fees for Applications, Requests and Site Visits) (England) Regulations 2012 as amended about which there is no local discretion.</p> <p>Section 93 of the Local Government Act 2003 and Section 3 of the Localism Act 2011 permit cost recovery charging for any discretionary service provided by the planning services falling outside the regulated planning regime. This enables discretionary planning services to be provided by the Council on a cost neutral basis.</p>
RES 12	Catford complex office rationalisation	0/250/250	There are no specific legal implications
RES 13	Reduction in business rates for corporate estate	0/100/0	<p>Rateable values are subject to regular updating, normally every five years to ensure that they stay broadly in line with properties' annual rental value.</p> <p>The most recent revaluation came into effect on 1 April 2017, with a valuation date of 1 April</p>

			<p>2015. Business rate bills for the financial year 2017-18 are based on the new valuations.</p> <p>As of 1 April 2017, changes have been introduced to Small Business Rate Relief, which reduces rate liability for some smaller properties.</p>
RES14	Corporate estate FM insourcing	100/100/200	M and C have already considered a full report and agreed this action
RES 15	Commercial estate growth	0/500/500	The income to be generated will depend on the terms of any new leases granted and on the success of litigation to forfeit.
RES16	Commercial property investment acquisitions	140/140/280	A full report on an investment strategy will need to be considered
RES 17	Beckenham Place Park – Income generation	262 over 3 years	This proposal relates to the letting of the park's buildings which would be conducted through a marketing exercise in accordance with proper council procedure.
RES18	Electric vehicle charging points	50/50/100	Legal Services are currently involved in procurement of and drafting contracts for electrical charging points in reliance on a number of local authority powers.
RES19	School crossing patrol	Options	The Council has power to provide school crossing patrols under the Road

			<p>Traffic Act 1984 as amended and the Transport Act 2000. However, it is not a duty to do so. The responsibility for a child's safety on the way to and returning from school is that of the parents or carer. If there are staffing reductions, the general legal considerations applying to staffing matters will apply.</p> <p>Under Section 26 of the Road Traffic Regulation Act 1984, the Council has power to provide school crossing patrols. Where the power is exercised, the Council then has a duty to satisfy itself as to the adequate qualifications of persons appointed to patrol and to provide requisite training. Before making arrangements in relation to GLA roads, the Council is required to consult TfL and take account of any representations made by TfL. By extension, TfL should therefore be consulted in respect of any proposal to remove arrangements in relation to GLA roads.</p>

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

Directorate / Division	Ref	Scrutiny Ctte	Proposal	19/20	20/21	Total	Income	Consultation Reqd?		Full Report Reqd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
Joint Commissioning and Targeted Services										
	CYP6	SAFER	Cease funding for former CYP funded post in Voluntary Action Lewisham	25	24	49		N	N	Y
	CYP7	CYP	Early Help Redesign		800	800		Y	Y	Y
			Subtotal	25	824	849				
CYP Total			Total	1,575	2,174	3,749				
Community Services										
Adult Social Care										
	COM1	HCSC	Managing demand at the point of access to adult social care services	122		122		N	N	Y
	COM2	HCSC	Ensuring support plans optimise value for money	250	250	500		N	N	Y
	COM3	HCSC	Increase revenue from charging Adult Social Care clients	159		159	Y	N	N	Y
	COM4	HCSC	Reduce costs for Learning Disability and Transitions	900	1,000	1,900		N	N	Y
	COM5	HCSC	Increased focus of personalisation	260	482	742		N	N	Y
	COM6	HCSC	Reduction in Mental Health Residential care costs	300	200	500		N	N	Y

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				£'000	£'000	£'000		Staff	Public	Key Dec.
	COM7	HCSC	Reduction in Adult Social Care contribution to Mental Health Integrated Community Services	100	50	150		N	N	Y
			Subtotal	2,091	1,982	4,073				
Crime Reduction, Supporting People, & Enforcement										
	COM8	SDSC	Change in the public engagement responsibilities for air quality and dedicated funding		60	60		N	N	N
	COM9	OSC	Cut to intensive housing advice and support service	300		300		N	N	Y
	COM10	SAFER	Crime, Enforcement & Regulation reorganisation	255	161	416		Y	Y	Y
			Subtotal	555	221	776				
Culture & Community Services										
	COM11	SAFER	Hub Libraries cuts to staffed opening hours		450	450		Y	Y	Y
	COM12	OSC	Cut to Main Grants budget	600	400	1,000		N	Y	Y
	COM13	SAFER	Reduction in Arts, Development and Events Funding	145		145		N	N	N
	COM14	OSC	Reduce Local Assemblies funds	270		270		N	N	N
	COM15	SUSTAINABLE	Extend use of Broadway theatre		50	50		N	N	N
	COM16	SAFER	Cultural and Community Development Service Staffing	75	75	150		Y	N	N

Directorate / Division	Ref	Scrutiny Ctte	Proposal	19/20	20/21	Total	Income	Consultation Reqd?		Full Report Reqd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
	COM17	SAFER	Ending the Small & Faith Fund	100		100		N	Y	N
			Subtotal	1,190	975	2,165				
Community Total				3,836	3,178	7,014				
Customer Services										
Technology & Change										
	CUS1	PAC	Printing reduction	100		100	Y	N	N	N
			Subtotal	100		100				
Environment										
	CUS2	SDSC	Income Generation – Increase of Garden Waste Subscription	278	485	763	Y	N	N	N
	CUS3	SDSC	Income Generation - Events in Parks	200	300	500	Y	N	N	Y
	CUS4	SDSC	Income Generation – Increase in Commercial Waste Charges	150	300	450	Y	N	N	N
	CUS5	SDSC	Increase charge for the collection of Domestic Lumber from households	30		30	Y	N	N	N
	CUS6	PAC	Bereavement Services increase income targets	67	67	134	Y	N	N	N
	CUS7	SDSC	Reduce sweeping frequency to residential roads to fortnightly.		823	823		Y	Y	Y

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				£'000	£'000	£'000		Staff	Public	Key Dec.
	CUS8	SDSC	Close the four remaining Automated Public Toilets	92		92		N	Y	Y
			Subtotal	817	1,975	2,792				
Housing										
	CUS9	HOUSING	Cost reductions in homelessness provision – income generation and net budget reductions	405	696	1,101		N	N	N
			Subtotal	405	696	1,101				
Public Services										
	CUS10	PAC	Invest to save – create revenues protection team	806	394	1,200		N	N	N
	CUS11	PAC	Process automation in Revenues and Benefits		250	250		Y	N	N
	CUS12	PAC	Invest to save – Housing Benefit overpayment recovery improved	480		480		N	N	N
	CUS13	PAC	Invest to save – improve sundry debt collection		480	480	Y	N	N	N
	CUS14	SDSC	Parking Service revenue review	500		500	Y	N	N	N
			Subtotal	1,786	1,124	2,910				
Customer Services Total				Total	3,108	3,795	6,903			

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				£'000	£'000	£'000		Staff	Public	Key Dec.
Resources and Regeneration										
Financial Services										
	RES1	PAC	Benefits Realisation of Oracle Cloud	90	350	440		Y	N	N
			Subtotal	90	350	440				
Legal Services (excl. elections)										
	RES2	PAC	Legal fees increase	50	32	82	Y	N	N	N
			Subtotal	50	32	82				
Policy & Governance										
	RES3	PAC	Executive Office – Administrative Support Staff Reduction		104	104		Y	N	N
	RES4	PAC	Policy, Service Design and Intelligence – Reduction on staffing		155	155		Y	N	N
	RES5	PAC	Withdrawal of Councillor Car Run Delivery Service	10		10		N	N	N
			Subtotal	10	259	269				
Strategy										
	RES6	PAC	Increase income supporting the Funding Officer post and review the Economy and Partnerships Function	30	80	110	Y	Y	N	N

Directorate / Division	Ref	Scrutiny Ctte	Proposal	19/20	20/21	Total	Income	Consultation Req'd?		Full Report Req'd?
				£'000	£'000	£'000		Staff	Public	Key Dec.
	RES7	SAFER	Reduce corporate apprenticeships salaries budget		55	55		N	N	N
			Subtotal	30	135	165				
Corporate Resources										
	RES8	PAC	Insurance costs – premium reduction	30		30		N	N	N
	RES9	PAC	Insurance costs – self insurance reserves	200		200		N	N	N
			Subtotal	230	0	230				
Human Resources										
	RES10	SAFER	Cease graduate programme	78	78	156		N	N	N
			Subtotal	78	78	156				
Planning										
	RES11	SDSC	Increase in pre-application fees	100	100	200	Y	N	N	N
			Subtotal	100	100	200				
Regeneration and Place										
	RES12	OSC	Catford complex office rationalisation		250	250		N	N	N
	RES13	PAC	Reduction in Business Rates for the Corporate Estate		100	100		N	N	N
	RES14	PAC	Corporate Estate Facilities Management Contract Insourcing	100	100	200		N	N	N

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				£'000	£'000	£'000		Staff	Public	Key Dec.
	RES15	PAC	Commercial Estate Growth		500	500	Y	N	N	N
	RES16	PAC	Commercial Property Investment Acquisitions	140	140	280	Y	N	N	Y
	RES17	SDSC	Beckenham Place Park – income generation	28	105	133	Y	N	N	N
	RES18	SDSC	Electric Vehicle charging points	50	50	100	Y	N	N	N
	RES19	CYP	School crossing patrol		160	160		Y	Y	Y
			Subtotal	318	1,405	1,723				
Resources and Regeneration			Total	906	2,359	3,265				
Council Total				9,425	11,506	20,931				