

Overview and Scrutiny



Healthier Communities Select Committee Agenda

Wednesday, 11 November 2020

7.30 pm,

Virtual Meeting via Microsoft Teams

For more information contact: John Bardens (02083149976)

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

Part 1

Item		Pages
1.	Minutes of the meeting held on 23 September 2020	3 - 8
2.	Declarations of interest	9 - 12
3.	Responses from Mayor and Cabinet	
4.	Budget cuts	13 - 302
5.	Pathology arrangements	303 - 312
6.	BLACHIR scope <i>To follow</i>	
7.	Select Committee work programme	313 - 338

Healthier Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 11 November 2020.

Kim Wright, Chief Executive
Tuesday, 3 November 2020

Councillor John Muldoon (Chair)	
Councillor Coral Howard (Vice-Chair)	
Councillor Kim Powell	
Councillor Leo Gibbons	
Councillor Sue Hordijkenko	
Councillor Alan Smith	
Councillor Bill Brown (ex-Officio)	
Councillor Sophie Davis (ex-Officio)	

MINUTES OF THE HEALTHIER COMMUNITIES SELECT COMMITTEE

Wednesday, 23 September 2020 at 7.30 pm

PRESENT: Councillors John Muldoon (Chair), Coral Howard (Vice-Chair), Kim Powell, Leo Gibbons, Sue Hordijkenko and Alan Smith

APOLOGIES: None

ALSO PRESENT: Councillor Bill Brown (Chair of Overview & Scrutiny), Councillor Chris Best (Deputy Mayor and Cabinet Member for Health and Adult Social Care), Tom Brown (Executive Director for Community Services), Donna Hayward-Sussex (Service Director, Adult Mental Health, South London and Maudsley NHS Foundation Trust), Angela Helleur (Chief Nurse/Chief Operating Officer, Lewisham and Greenwich NHS Trust (LGT)), James Lee (Director of Communities, Partnerships and Leisure), Katharine Nidd (Strategic Procurement and Commercial Services Manager), Tony O'Sullivan (Save Lewisham Hospital Campaign), Dr Simon Parton (Chair, Lewisham Local Medical Committee), Sarah Wainer (Director of System Transformation, Lewisham Health and Care Partners), Martin Wilkinson (Director of Integrated Care and Commissioning, Lewisham Health and Care Partners) and Nigel Bowness (Healthwatch Lewisham)

1. Confirmation of Chair and Vice-Chair

Resolved: that Councillor John Muldoon be confirmed as the Chair and Councillor Coral Howard be confirmed as the Vice-Chair of the Select Committee.

2. Minutes of the meeting held on 15 January 2020

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

3. Declarations of interest

The following non-prejudicial interest was declared:
In relation to item 7 (Leisure Contract Management) Cllr Alan Smith declared a non-pecuniary interest as the Chair of the board of a small social enterprise in Woolwich which has previously given advice to GLL.

4. Mayor and Cabinet response to referral on Adult Safeguarding

Resolved: the committee noted the response.

5. Lewisham health and care recovery plan

Tom Brown (Executive Director for Community Services) and Lewisham health and care partners (Donna Hayward-Sussex, Service Director, SLAM; Angela Helleur, Chief Nurse/Chief Operating Officer, LGT; Simon Parton, Chair,

Lewisham Local Medical Committee) introduced the report and the following key points were noted:

- 5.1 The Lewisham health and care system recovery plan sets out what local health and care partners intend to do to continue and accelerate our efforts to tackle inequalities and improve health and wellbeing in Lewisham.
- 5.2 Key priorities include: early intervention, supporting prevention, building community resilience, supporting our hospitals and care homes, and looking after our residents' mental health.
- 5.3 This includes children and young people, those in crisis, those with long-term conditions, those living in increased poverty and therefore more prone to the negative impacts of the wider determinants of health, and our staff.
- 5.4 Health and care partners are also utilising the opportunities presented digital growth to further reduce barriers to accessing services.
- 5.5 The focus of Lewisham and Greenwich NHS Trust's (LGT) plans for recovery include: to fully restore cancer services; to restore 90-100% of elective activity by October; to optimise use of the independent sector; and to implement stringent infection prevention control procedures. The Trust is also working closely with other acute providers in southeast London to maximise equity of access.
- 5.6 The South London and Maudsley NHS Foundation Trust (SLaM) introduced a number of measures during the pandemic, including: providing mobile phones to patients to help stay in touch; creating "hot" and "cold" wards for patients depending on their Covid diagnosis; and working with social care to identify and care for the most vulnerable patients.
- 5.7 The Trust is now looking to resume its community transformation programme, which is about working closer with GPs and sharing patient information.
- 5.8 Working with LGT the Trust has set up a new assessment function to see more patients presenting with mental health issues outside of the emergency department, and this is being increased to six rest bays this autumn.
- 5.9 In terms of inequalities, the Trust is currently working with partners and colleagues to create BAME-specific, culturally sensitive services and interventions. The feedback from service users has been that services can be very difficult to access and leave.
- 5.10 During the pandemic GPs mobilised a range of consultations methods, including via the phone and internet. GPs also continued to provide face-to-face consultations and quickly created "hot sites" where patients could be safely assessed with the appropriate PPE.
- 5.11 GPs also worked with local partners to support shielded patients and to reach out to other vulnerable groups who may not have access to the internet.
- 5.12 For the second wave GPs are looking, in particular, at how they can continue to support vulnerable and isolated patients, and those with long-term conditions, in a safe environment.
- 5.13 Dr Simon Parton also noted his thanks to NHS commissioning colleagues who provided GPs with the capacity to deal with the pandemic by pausing on some of their GP contractual obligations.
- 5.14 Dr Simon Parton also thanked local patients for their continued understanding during the pandemic.

There was a discussion and the following key points were noted:

- 5.15 The independent sector was commissioned by NHS England Improvement to provide capacity while acute NHS hospitals paused most of their elective work. As the independent sector didn't have patients with Covid they were able to protect their pathways. The contract for this was agreed at NHS rates.
- 5.16 Local health partners are engaging with the independent sector as part of recovery plans to reduce waiting lists.
- 5.17 It was also noted that the Council, Lewisham Homes, Phoenix Community Housing, and other registered providers, did a lot of work to identify and reach out to other vulnerable people using a wide range of methods.
- 5.18 During the pandemic GPs identified shielded and vulnerable patients by using an algorithm and searches on their IT systems. They reached out to patients over the phone, messaging services and the internet to reassure patients that they were still there to support. GPs were also able to identify those patients they weren't reaching digitally and create other ways of contacting them.
- 5.19 One of the things SLaM has done, working with GPs, to improve access to acute mental health services is to introduce joint triage on GP systems so that people can get the appropriate support quicker. This has reduced waiting times for mental health services by 25 days.
- 5.20 SLaM noted that it is beginning to see an increase in those presenting at hospital emergency departments who have not been in contact with mental health services before. The partners in the mental health alliance are working to provide a joined up response.
- 5.21 SLaM is aware that black communities do not access mental health services readily and this is an area it is focusing on in partnership with the community.
- 5.22 There is concern about the long-term impact of the pandemic on children's mental health and there are plans to include children's mental health in the mental health alliance so that interventions and support can be developed collectively.
- 5.23 While LGT is trying to encourage digital consultation, it is recognised that it is not for everybody. Face to face consultations are still available for patients who may have an issue.
- 5.24 While no one yet knows the extent of the second wave of Covid, LGT and other health partners' intention over the next six months is to continue to provide all services.
- 5.25 GPs are using digital platforms as a tool but these should never be seen as the only option.
- 5.26 There are plans to re-open the intensive support (ISR) day service in Ladywell in the coming weeks, depending on the Covid risk level. The ISR service provides support to those carers under the greatest strain. Alternative services and outreach services have also been offered and provided to others who may normally use day services.
- 5.27 A representative of the Save Lewisham Hospital Campaign recounted a recent poor experience with the NHS 111 service and argued that it showed how a centralised and outsourced service is failing Lewisham and national residents.
- 5.28 The representative asked the committee to join the national call for test and trace services to be embedded locally and to ask the council to add its voice to those of other councils demanding funding from central government to support the building back of a locally led test and trace system embedded within public health, the local authority and primary care.

Resolved: the committee agreed to refer its views on test and trace to Mayor and Cabinet.

6. Financial stabilisation - budget update and medium term plan

Katharine Nidd (Strategic Procurement and Commercial Services Manager) introduced the report and the following key points were noted:

- 6.1 The current circumstances present an unprecedented challenge across four separate fronts: the impact of the Covid-19 pandemic on services and finances; in-year overspends as a result of continuing cost and demand pressures; extreme public finance uncertainty for local government; and the wider impact of the economic recession.
- 6.2 The council currently faces in-year financial pressures of around £20m from providing critical services in response to Covid and around £17m from service overspends.
- 6.3 The council continues to lobby government on the costs of responding to Covid and management action is being taken on service overspends, which has to date identified more than £5m of in-year cash reductions.
- 6.4 The Medium Term Financial Strategy sets out the need to identify at least £40m of cuts over the next three years with the majority, around £24m, needed in the first year.
- 6.5 Officers are identifying opportunities to transform services and reduce budgets by collaborating across services and working in themes, as opposed to working in silos and salami slicing budgets.
- 6.6 Officers are focusing first on the needs of the community and the priorities of the council and then working back through to the operational arrangement and budgets.
- 6.7 The timetable is for detailed cuts proposals to be scrutinised in November and for a final budget to be presented to council for approval in February 2020.

There was a discussion and the following key points were noted:

- 6.8 As well as public consultation on those specific cuts proposals where this is required there will also be broader communications and engagement on the overall financial challenge faced by the council.
- 6.9 The council has been conservative in its assumptions in the Medium Term Financial Strategy as to what the local government financial settlement may be, so there shouldn't be a significant shock if the settlement does come very late.
- 6.10 The committee expressed its gratitude to the council officers and directors working hard, in unprecedented circumstances, to preserve services for the most vulnerable in the community.

Resolved: the committee noted the report.

7. Leisure Contract Management

James Lee (Director of Communities, Partnerships and Leisure) introduced the report and the following key points were noted:

- 7.1 The council is in the process of transferring its leisure management contract from Fusion Lifestyle to GLL (Greenwich Leisure Ltd). Staff consultations are being carried out as part of the transfer.
- 7.2 Covid-19 has had a significant impact on the leisure market and the Covid security of each of the facilities is being assessed ahead of a proposed reopening by November.

There was a discussion and the following key points were noted:

- 7.3 GLL fully recognised all unions that have members on their sites (primarily Unite, Unison and GMB) and union representative are given the required time and space to fulfil their duties. GLL are also committed to following the ACAS guidelines on TUPE, which include the recognitions of unions.
- 7.4 Once GLL have full access to the leisure sites they will carry out comprehensive mobilisation inspections which will include ensuring the facilities are fully accessible and Covid safe.
- 7.5 There will also be a significant marketing and mobilisation campaign. This is an opportunity for a fresh start to ensure the borough's leisure provision meets the needs of its communities.
- 7.6 The council is expecting to sign the leisure management contract with GLL in October.
- 7.7 The council has learned that, with market changes and changes in local demographics, leisure services have become more expensive to run than previously accounted for.
- 7.8 As part of the mobilisation phase members may need to consider the council's overall approach to leisure to ensure that it is accessible to those on low incomes but attractive to those who can afford to pay.
- 7.9 The contract will be for two years initially with an option to extend for a further three years subject to quality of performance and delivery and consideration of other options.
- 7.10 GLL will be expected to work with all the other businesses currently operating from leisure sites across the borough (soft play, gymnastics clubs and football team, for example). Change to subleasing arrangements are not currently being considered. GLL will however have to undertake a Covid risk assessment to ensure they are able to operate safely.
- 7.11 The council is planning to reopen the swimming pools at Glassmill, Forest Hill and Wavelengths in November. Any decision to close a pool would be a member decision subject to scrutiny.

Resolved: the committee noted the report.

8. Select Committee work programme

The scrutiny manager introduced the report. There was a discussion and the following key points were noted:

- 8.1 The committee discussed and agreed to include a substantive item for the November meeting from health commissioners on the new pathology contract and pathology arrangements.
- 8.2 The committee discussed and agreed to keep the Birmingham and Lewisham health inequalities review on the work programme in order to look into the scoping, methodology and progress.
- 8.3 The committee discussed and agreed to liaise with officers about receiving an update on the health care system recovery plans in January, with a focus on domiciliary and non-domiciliary care, day services for older adults and those with learning disabilities, work with local housing providers, and corporate communications and engagement.
- 8.4 The committee discussed and agreed to receive an update on the Lewisham and Greenwich NHS Trust’s review of migrant charging as an information item. The review is expected to conclude towards the end of the calendar year.
- 8.5 The committee also agreed to consult the chair of overview and scrutiny about whether the issue of food insecurity and the impact on low income families should fall within the remit of the Safer Communities Select Committee or an independent task and finish group.

The committee agreed its work programme for the year.

The meeting ended at 9.33 pm

Chair: _____

Date: _____



Healthier Communities Select Committee

Declarations of Interest

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive (Director of Law)

Outline and recommendations

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

1. Summary

- 1.1. Members must declare any personal interest they have in any item on the agenda. There are three types of personal interest referred to in the Council's Member Code of Conduct:
 - (1) Disclosable pecuniary interests
 - (2) Other registerable interests
 - (3) Non-registerable interests.
- 1.2. Further information on these is provided in the body of this report.

2. Recommendation

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

3. Disclosable pecuniary interests

3.1 These are defined by regulation as:

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

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

4. Other registerable interests

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

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

5. Non registerable interests

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

6. Declaration and impact of interest on members' participation

- 6.1. Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take not part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- 6.2. Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph 6.3 below applies.
- 6.3. Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- 6.4. If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- 6.5. Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

7. Sensitive information

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

8. Exempt categories

- 8.1. There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-
- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
 - (b) School meals, school transport and travelling expenses; if you are a parent or

guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor

- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception).

9. Report author and contact

9.1. Suki Binjal, Director of Law, Governance and HR, 0208 31 47648



Scrutiny Committees

Report title: Budget Cuts report

Date: November 2020

Key decision: No

Class: Part 1

Ward(s) affected: None specific

Contributors: Executive Director for Corporate Resources, Executive Director for Children and Young People, Executive Director for Community Services, and Executive Director for Housing, Regeneration and Public Realm

Outline and recommendations

The purpose of this report is to present Members with officers; draft proposals for cuts identified to date. These cuts are needed to address a persistent service overspending pressure of £10m and the budget gap identified in the medium term finance strategy of at least £40m over the next three years. The majority, £10m overspend and £24m of cuts, are needed for the 2021/22 Budget.

The proposals presented in the report total £26.9m, of which £15.0m are towards the gap in 2021/22. At this stage the focus has to be on the gap for the next financial year. This leaves a potential gap, depending on the local government funding for next year, of £18.9m for 2021/22. Further proposals will need to be brought forward in January to address this remaining budget gap for the 2021/22 Budget in February.

Members of the Scrutiny Committees are recommended to:

- Note the alignment of the budget build process with the Council's COVID-19 recovery planning, uncertain financial context, and thematic approach to making these Budget cuts.
- Review and comment on these draft cuts proposals and present their feedback to the Public Accounts Select Committee to add their own and refer onto Mayor & Cabinet.

Timeline of engagement and decision-making

26 February 2020 – Budget report to Council

10 June 2020 – Council's response to COVID-19 – financial update report to M&C

9 July 2020 – First 2020/21 financial monitoring report to M&C

7 October 2020 – Financial stabilisation and medium term budget update report to M&C

1. Summary

- 1.1. The purpose of this report is to present Members with officers' draft proposals for cuts identified to date. These cuts are needed to address a persistent service overspending pressure of £10m and the budget gap identified in the medium term finance strategy of at least £40m over the next three years. The majority, the £10m overspend and £24m of cuts, are needed for the 2021/22 Budget.
- 1.2. The proposals presented in the report total £26.9m, of which £15.0m are towards the gap in 2021/22. At this stage the focus has to be on the gap for the next financial year. This leaves a potential gap, depending on confirmation of the local government funding for next year, of £18.9m for 2021/22. Further proposals will need to be brought forward in January to address this remaining budget gap for the 2021/22 Budget in February.
- 1.3. The process of identifying further cuts sits in the context of a decade of austerity in which cuts of £190m have already been made, £150m reducing spending and £40m reallocated to meet emerging risks and pressures between 2010 and 2020. Given the Council's focus on protecting the most vulnerable and those in need, the budgets for key front line services, in particular social care, have not reduced by the same extent as other services across the Council. This position is not a sustainable one going forward.
- 1.4. To address the current overspend, in-year savings and tighter spending controls have been implemented which should help address the position at the margins but not deal with it in its entirety. In developing proposals to address the MTFs budget gap a thematic approach has been taken this year. This recognises the different ways of working now common practice due to Covid, helps develop more collaboration to explore new opportunities, and breaks away from previous 'siloes or salami' cut rounds to build a new 'one Council' culture.
- 1.5. The thematic approach to date has identified £15.0m of the £34m of cuts needed, leaving a potential budget shortfall of £18.8m for 2021/22. Following the extensive officer and member discussions, there remain a number of ideas which continue to be explored for their potential to bring forward further cuts proposals in January in time for the Budget in February. By then the government will have hopefully confirmed their funding intentions for local government next year, both for business as usual and the continuing impact of the Covid pandemic.
- 1.6. The scrutiny committees are invited to review and comment on the proposals set out in this report and its supporting appendices. This feedback will be collated by the Public Accounts Select Committee (PASC) and referred onto M&C for decisions on the cuts at their 9 December meeting.

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2. Recommendations

- 2.1. Members of the Scrutiny Committees are recommended to:
 - 2.1.1. Note the alignment of the budget build process with the Council's COVID-19 recovery planning, uncertain financial context, and thematic approach to making these Budget cuts.
 - 2.1.2. Review and comment on these draft cuts proposals and present their feedback to the Public Accounts Select Committee to add their own and refer onto Mayor & Cabinet.

3. Policy Context

- 3.1. The Council's strategy and priorities drive the Budget with changes in resource allocation determined in accordance with policies and strategy. The Council launched its new Corporate Strategy in 2019, with seven corporate priorities as stated below:

Corporate Priorities

- **Open Lewisham** - Lewisham will be a place where diversity and cultural heritage is recognised as a strength and is celebrated.
- **Tackling the housing crisis** - Everyone has a decent home that is secure and affordable.
- **Giving children and young people the best start in life** - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.
- **Building and inclusive local economy** - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
- **Delivering and defending health, social care and support** - Ensuring everyone receives the health, mental health, social care and support services they need.
- **Making Lewisham greener** - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.
- **Building safer communities** - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

Values

- 3.2. Values are critical to the Council's role as an employer, regulator, securer of services, and steward of public funds. The Council's values shape interactions and behaviours across the organisational hierarchy, between officers, and members, between the council and partners and between the council and citizens. In taking forward the Council's Budget Strategy, we are guided by the Council's four core values:
 - We put service to the public first.
 - We respect all people and all communities.
 - We invest in employees.
 - We are open, honest, and fair in all we do.
- 3.3. Very severe financial constraints have been imposed on Council services with cuts to be made year on year on year, and this on-going pressure is addressed here in this report, incorporating further budget cuts for 2020/21.

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4. Background

- 4.1. Over the past seven months, the Council's business, and the day to day lives of Lewisham's residents, has been turned on its head. In March 2020, Council activity simultaneously ground to a halt and ramped up in equal measure. With "non-critical" services wound down almost overnight and a new, urgent focus on "critical services", the Council's leadership team, members and vast range of services faced new demands, challenges, pressures and opportunities.
- 4.2. The pace, scope and scale of change has been immense: the pandemic has demanded agility, creativity, pace, leadership, organisational and personal resilience, strong communications and an unerring focus on the right priorities. Within the Council, the impact of the COVID-19 pandemic is felt acutely across all of our service areas and we are grappling with real challenges in how we keep services running for our residents and how we protect the most vulnerable. Across the borough, residents are looking afresh at our borough, their neighbourhoods, and seeing where they live through new eyes.
- 4.3. While we do not yet fully understand what all of the long-term implications of COVID-19 will mean for the borough, there have been many clear and visible impacts of the pandemic on our residents, Lewisham the place and also the Council. We know that coronavirus has disproportionately affected certain population groups in Lewisham, matching patterns that have been identified nationally and internationally: older residents, residents born in the Americas & the Caribbean, Africa or the Middle East & Asia, and residents in the most deprived areas of the borough have considerably higher death rates. We know that more Lewisham residents are claiming unemployment benefits compared to the beginning of this year and that food insecurity has increased in the borough.
- 4.4. The Council's finances have also been severely affected by the ongoing pandemic. The cost of coronavirus for Lewisham is estimated to be £67m this year and rising. Despite government promises early in the pandemic, up to £20m remains unfunded in this financial year with further budget pressures for future years. Officers have taken management action to make in-year savings of £5.4m as well as introducing additional spending controls. We must now begin the long, difficult process of identifying cuts of at least £40m for the next three years (to April 2024) with £24m to be cut in 2021/22 alone plus tackling the continuing overspend estimated at £10m.
- 4.5. Infection rates continue to increase (in our borough, across London and the UK as a whole) and the whole country is again facing severe restrictions with new national lockdown measures starting on the 5 November for a 28 day period, subject to review. We must be fully prepared for potential further tightening measures in Lewisham, further deaths and additional impacts on council services and current working arrangements. We now face the challenge of needing to simultaneously respond to the pandemic, plan for the long-term recovery of the place and set a balanced budget, setting the financial basis for the internal recovery of the Council in the coming years. While it seems clear that the Council will have to rely on its reserves for some of the impact of COVID-19, reserves by their nature once used are gone. They cannot therefore also be relied on to delay or avoid the difficult budget task of bringing spending into line with available resources.

5. Lewisham's Recovery from COVID-19

- 5.1. Lewisham's recovery from coronavirus will be underpinned by the following anchoring

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principles which will be at the heart of all decision-making, planning and action over the coming months:

- Tackling widening social, economic and health inequalities;
 - Protecting and empowering our most vulnerable residents;
 - Ensuring the Council's continued resilience, stability and sustainability;
 - Enabling residents to make the most of Lewisham the place; and
 - Collaborating and working together with our communities and partnership across the borough.
- 5.2. Recovery will mirror the Council's successful response structure, with two perspectives: internal (the Council's recovery) and external (the Borough's recovery).
- 5.3. The Council's internal recovery is to be driven by the lessons learned from responding to COVID-19, the known and emerging impacts on our communities and the need to deliver transformation at the scale needed to meet the current financial challenge. The 2021/22 budget-setting process is the first step in a three-year internal transformation programme to deliver cuts of at least £40m as set out on the Medium Term Financial Strategy (MTFS). Given the scale of the challenge and the ongoing impact of and learning from responding to COVID-19, officers have adopted a different approach this year, where cuts are made strategically, across the Council, with a focus on transformation, not salami slicing.
- 5.4. Cuts have been identified according to six strategic budget themes, underpinned by the recovery principles above. They are:
- Productivity;
 - Joint working;
 - Service reconfiguration;
 - Asset realisation;
 - Commercial approach; and
 - Better demand management.
- 5.5. Officers will be applying a programme management approach to deliver the strategic budget proposals as set out in the MTFS, if agreed. Officers will be supported to ensure that the proposals identified are realistic and taken through the new Programme Management Office (PMO) assurance and governance processes, giving rigour to the structure and delivery of the individual projects.
- 5.6. This internal recovery approach is inherently linked to the 'external' recovery of the borough, the recovery of Lewisham the place. For Lewisham, a post-pandemic future could bring opportunities and it is vital our communities are able to make the most of what's on their doorstep. We look ahead to a huge opportunity to 'build back better' in partnership with our communities and partners and neighbours, to support community development and resilience, to nurture and develop Lewisham's vibrant cultural scene, to promote a sustainable and thriving local economy, to tackle health inequalities, to achieve a fairer, zero-carbon future, and to support our borough's children and young people. The borough's long-term recovery will be led by the Mayor along with Councillors, as the borough's community leaders, who will shape and drive priorities for recovery across Lewisham.

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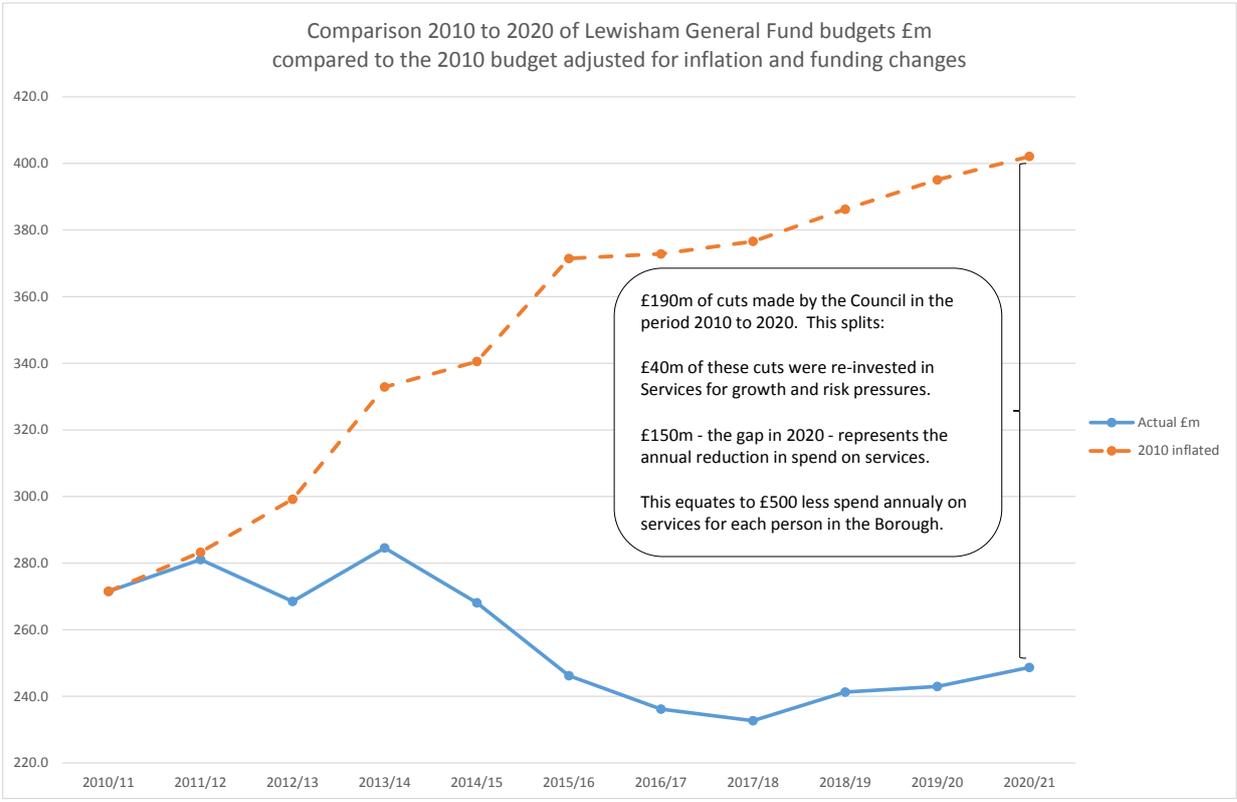
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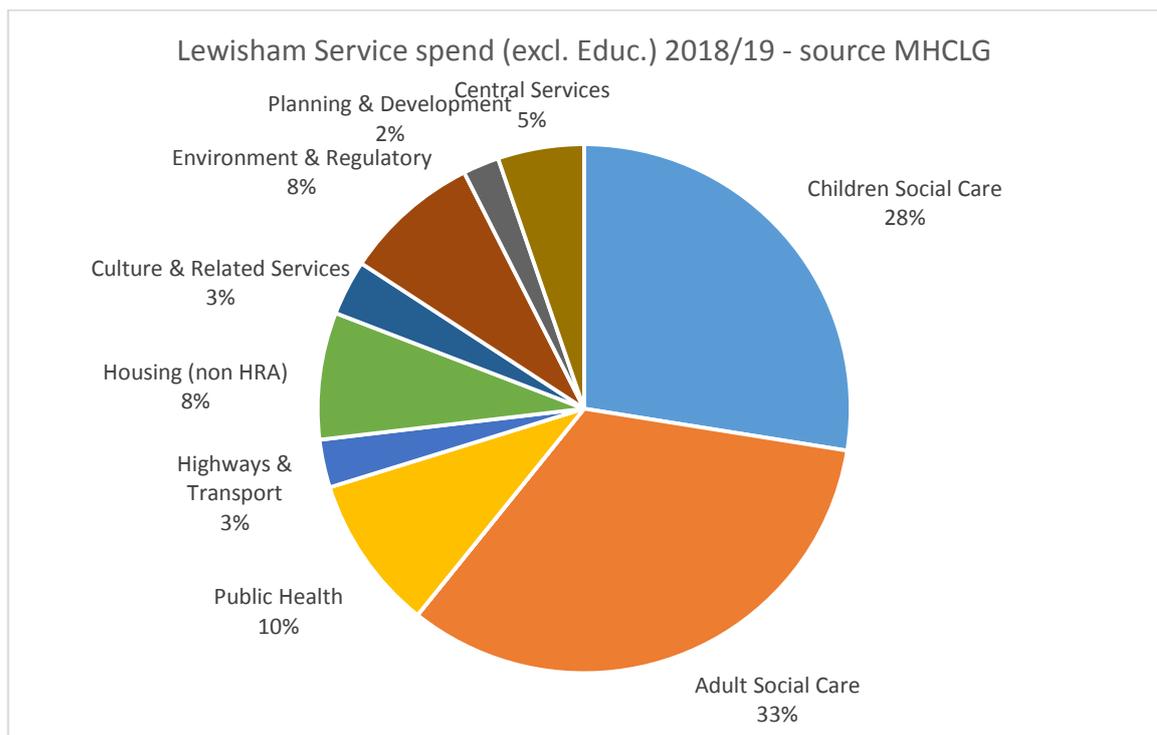
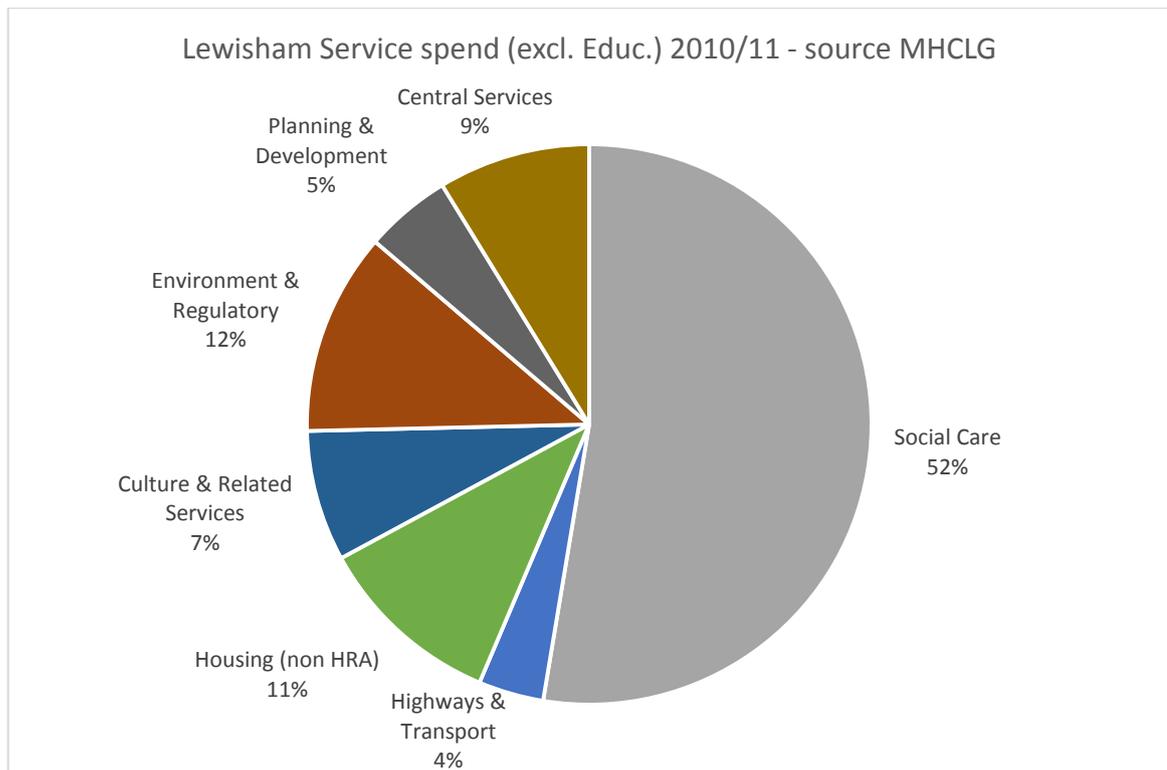
6. Financial Context

Decade of austerity

- 6.1. This cuts report comes on the back of a decade of austerity in terms of reduced funding for local government services. In Lewisham the Council’s spending power has been reduced by 26% in real terms while the population has grown by over 30,000 over that time period or 12%, increasing the demand for services. This has led to reduced service provision, leaner practices in terms of support, and more risk for the Council as it seeks to maintain good customer service and quality services.
- 6.2. Or put another way, as shown in the graph below, the Council is now able to spend the equivalent of £500 less per person in the Borough (£150m / 300,000). At the same time the share of the Council’s net general fund budget (i.e. that realised from business rates and council tax) has seen the share from local council tax payers rise from 34% in 2010 to 48% in 2020.



- 6.3. Over this period the Council had also seen its spending choices focused on protecting those front line services for which the most vulnerable in our communities are dependent. In particular, through the children and adult social care services the Council is responsible for. This is shown by comparing the two pie charts below which present the proportion of the Council spend by service area – 2010/11 compared to 2018/19 (the latest published data).



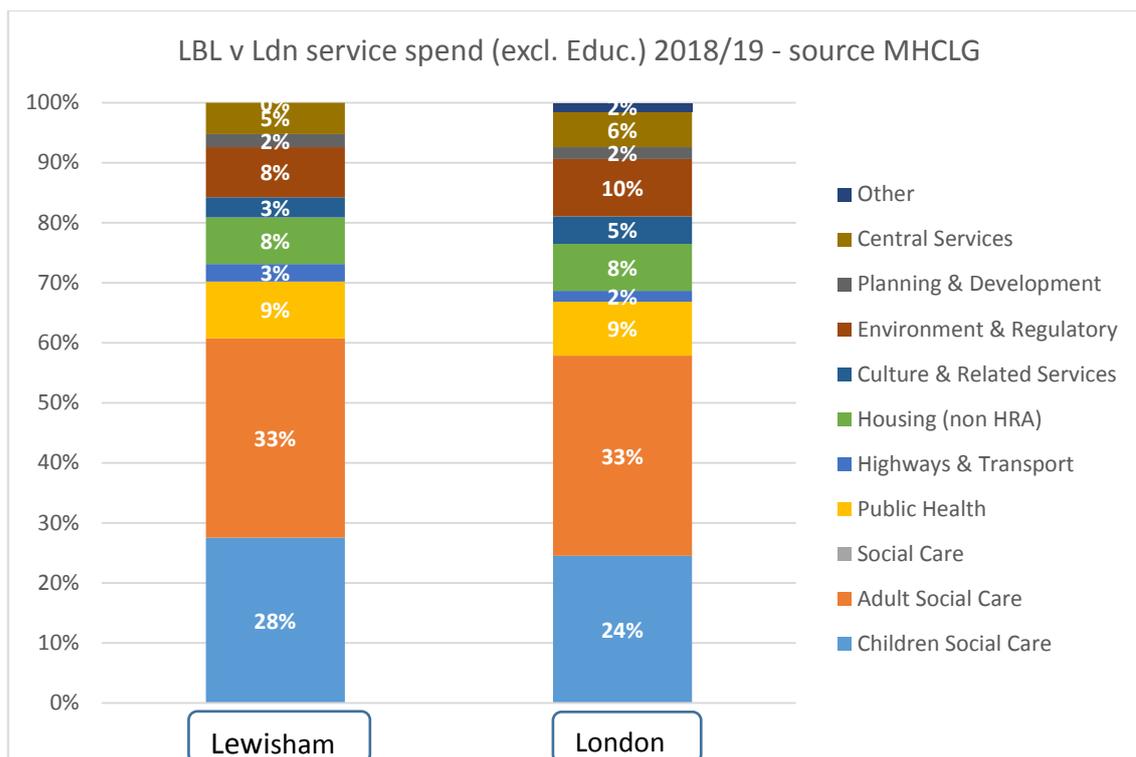
6.4. In 2010/11 52% of the Council's general fund service spend was on social care. By 2018/19 that had increased to over 70% across adult and children social care services and including the new public health responsibilities. More detailed income and expenditure analysis and benchmarking is being undertaken for the social care areas of spend and will be shared in due course as further context.

6.5. This position is not unique to Lewisham as can be seen when comparing the 2018/19 position to that of the combined position for other London Boroughs in the bar chart below.

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COVID-19 and overspending in 2020/21

- 6.6. The impact of COVID-19 has been significant in terms of additional costs and lost income. At the end of September with evidence of the second wave emerging, the impact for this year was estimated at £67m and rising. To date the committed government support still does not cover the full impact, with a gap for the Council of near £20m in this financial year and £12m through the collection fund built into future years. This includes £7.5m of cuts which are at risk as they are still to be delivered in full and were part of the 2021/20 budget cuts of £16.6m. The full detail of these cuts and their current status is explored in the financial monitoring report at M&C on the 11 November. These cuts will still have to be made as the Council recovers from COVID-19 or, if not, alternatives found and added to the future year cuts gap. Any shortfall this year, and indeed into next year, will have to be met from cuts or reserves.
- 6.7. There are also currently three recurring areas where services are overspending, even after their base budgets were significantly adjusted in setting the 2020/21 Budget. They are children social care, environment services, and technology & digital services. At the same time measures have had to be taken by all services to improve the overall outturn forecast.
- 6.8. The work to find in-year savings and preserve cash to limit the hit to reserves while the Council responds to Covid and identifies and agrees Budget cuts is underway. Over the summer agency recruitment controls were introduced and £5.4m of in-year one-off savings were identified. From October tighter spending and recruitment controls have also been introduced to extend the restrictions on any non-essential spend.

Looking forward - MTFs

- 6.9. The Medium Term Financial Strategy (MTFS), agreed by M&C on the 7 October as part of the financial stabilisation and budget update report, identified an anticipated funding gap over the next three years of at least £40m with £24m for 2021/22. Added to this there is growing evidence that the base Budget retains a persistent £10m

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overspend in key service areas.

- 6.10. This leaves the Council, subject to the delayed Comprehensive Spending Review (CSR) and Local Government Finance Settlement (LGFS), preparing to identify and implement up to £34m of cuts in 2021/22 to be able to set a balanced budget. Not only is the Council obliged to set a balanced budget there is limited room for manoeuvre in terms of using reserves to do this. The Council's reserves will be needed to address the immediate impact of the COVID-19 health pandemic and potentially prolonged slow economic recovery on the Council's finances without further support from government, as well as any shocks arising from the likely 'no deal' exit from the EU.

7. Thematic Approach and Cuts Proposals

General

- 7.1. The approach to developing the officers' draft proposals for cuts this year was intentionally more strategic and collaborative. Not only at the officer level with more collective working at Executive Director and Director level across Directorate boundaries but also with Members through a series of sessions on each theme to discuss and collect as many perspectives and ideas as possible. This section sets out by theme:
- a general description of the theme and ground covered;
 - a summary of the ideas which continue to be developed but are not as yet formed proposals; and
 - a list of the proposals by these with supporting detail accessed via the navigation sheet at Appendix 1 and detailed proposals in the Appendices 2 to 7.
- 7.2. In summary the cuts proposed for the next three years by theme are:

Theme	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total
A. Productivity	3,797	3,700	100	7,597
B. Joint working	1,821	1,608	0	3,429
C. Service Reconfiguration	677	375	60	1,112
D. Assets Realisation	889	151	557	1,597
E. Commercial Approach	1,897	890	20	2,807
F. Demand Management	5,970	1,880	2,500	10,350
TOTAL	15,051	8,604	3,237	26,892

Target (at least £40m)	24,000	12,000	11,000	47,000
Overspend	10,000	-	-	10,000
Shortfall	-18,950	-3,396	-7,763	-30,109

- 7.3. With cuts of over £40m, it is inevitable that some services will be reduced or stopped. This may amount to a pause so they can be revisited at a future date, funding permitting. However, within the anticipated financial resources for the Council in the near term there is not the funding to maintain current levels of service.
- 7.4. The cuts across the themes have also been reviewed to ensure that where services are being reduced or stopped the impact of doing so is assessed, mindful in particular of the risk of cost shunts to other services. This includes an assessment of the equality implications.

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- 7.5. The cuts proposals are itemised by theme below with the full supporting detail in the proforma provided in the appendices to this report.

A – Productivity

- 7.6. Over the past three years the Council has been on a significant journey to improve the availability, flexibility and security of its technology infrastructure. This was further given a boost with the rapid and successful move at the start of the COVID-19 response to getting all staff online and able to work remotely and across different services.
- 7.7. The investments to make these changes were also about seeking to streamline decision making and automate more transactional work to make processes more efficient and capture a productivity gain. The theme focuses on how these benefits are being tracked and where necessary identify where fewer resources are now needed.
- 7.8. This theme is not limited to productivity from technology. It also considers where working practices and related human resources policies and governance arrangements can be updated to help staff and teams better collaborate and integrate to provide better more streamlined services for users.
- 7.9. The individual proposals put forward for this theme (see details at Appendix 2) are:

Ref	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
A-01	Staff productivity - arising from new ways of working (including learning from the Covid 19 pandemic), better collaboration and a return on IT investment	3,000	3,000	0	6,000
A-02	Hybrid roles – across enforcement activities	0	50	50	100
A-03	Corporate Transport arrangements	100	150	50	300
A-04	Process automation in Revenues and Benefits	60	100	0	160
A-05	Revenues and Benefits - additional process automation	400	0	0	400
A-06	Revenues and Benefits - Generic roles	0	400	0	400
A-07	Housing (non-HRA) - Productivity gains	202	0	0	202
A-08	Reduction in office paper usage	35	0	0	35
	Theme total	3,797	3,700	100	7,597

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- 7.10. In addition; a number of opportunities continue to be explored and developed and may be brought forward in a future cuts round. They include:
 - 7.10.1. Review and refresh internal HR policies and procedures to ensure the talent framework includes the tools to help officers operate effectively, attract and recruit the best candidates, and support a culture where people feel able to bring their best and real self to work every day and thrive in a business like environment.
 - 7.10.2. Extend and embed a workforce management approach to enable all to access and manage knowledge, share and develop transferable skills, and provide clear development opportunities for staff.
 - 7.10.3. Make better use of shared spaces with partners and the community to open up and provide aligned, accessible, and engaging places to provide services and build shared experiences.
 - 7.10.4. Extend the work with partners, in particular those in the Education sector, to develop and provide the training and learning opportunities that will support Lewisham residents' access rewarding active employment, including openings to work for the Council.

B – Joint working

- 7.11. The Council continues to listen and consult with its partners to understand how the impacts of COVID-19 and the resulting economic and community changes are driving different needs and expectations for Council services going forward.
- 7.12. This theme explores and pushes the boundaries of how we currently work differently within the Council but also how we work with our residents, our communities, our voluntary sector, anchor institutions and strategic partners. As well as addressing the immediate financial challenge this work will also lay the foundations for longer term successful working.
- 7.13. The Council will make a commitment to explore how we continue to work not just with our anchor institutions, but with other universities to tackle the skills shortages in Lewisham for social workers, planners, teachers and other hard to recruit to professions on the creation of work placements to attract students to Lewisham. Although this will not realise savings during this Medium Term Financial Plan, working closely with further and higher education institutions to attract skilled people can only improve the productivity of our workforce.
- 7.14. The biggest strand of this theme is working closer with our health partners and redressing the balance of how services are funded going forward. We will prioritise the assessment of care packages so those with the most complex of needs and those most likely to be eligible for support from health services receive it. This will apply to care packages for children and adults.
- 7.15. We recognise that our voluntary sector partners have been played a strong role in providing support to our community to reduce the pressure on council services, for example reducing social isolation of our vulnerable adults and supporting their wellbeing. We will continue to seek efficiencies in the delivery of the Civic Events programme through working in partnerships with other organisations, seeking match funding wherever possible.
- 7.16. The individual proposals put forward for this theme (see details at Appendix 3) are:

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Ref*	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
B-02	Strategic recharging	600	600	0	1,200
B-04	Smoking cessation service	221	0	0	221
B-05	Recharge OT and housing officer costs to the Disabled Facilities Grant	425	0	0	425
B-06	Cuts to the main grants programme	0	800	0	800
B-07	Review of Council run events	70	30	0	100
B-08	Review the Power of Attorney service	160	0	0	160
B-09	Reduction in the discretionary award of concessionary fares	300	0	0	300
B-10	Reduction in local assemblies service	45	178	0	223
	Theme total	1,821	1,608	0	3,429

*some references are missing from the sequence. This is because some proposals initially in development are not yet ready to be presented as fully costed cuts but may come forward in subsequent rounds.

- 7.17. In addition; a number of opportunities continue to be explored and developed and may be brought forward in a future cuts round. They include, with some overlap to other themes:
- 7.17.1. Looking to consolidate the use of the public estate in Lewisham, co-working with partners from a smaller foot print to save costs and extend joint working in support of changing and more agile working practices experienced through the COVID-19 pandemic.
- 7.17.2. Review the direct and indirect (e.g. discounted rents) support provided to the voluntary and community sector, and ensure scarce resources are effectively shared to help the reduced investment the Council can support to go as far as possible.
- 7.17.3. Reassess the commissioning of services with the Public Health budget to capture cultural shifts (e.g. greater use cheaper online sexual health services) and, where consistent with outcomes, direct the budget at the community level through Council services to support prevention and rehabilitation and reduce costly clinical intervention.

C – Service reconfiguration

- 7.18. Extending the productivity theme above, there will be opportunities to change how the Council engages with customers and delivers services. For example; our front door services are now largely operating online and via the call centre with appointments available where necessary. There are also opportunities, through better collaborative

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working, to review how different services serving the same customers might better come together to do this.

7.19. In addition to the approach to engagement with external customers, this theme also looked at the relationships and role of corporate functions supporting frontline delivery. This is the theme that has probably received the most attention in previous years as a means to protecting front line services. Nonetheless, there are significant benefits from having a stronger strategic focus on customer service and digital changes which will, when coordinated via the PMO, provide opportunities to realise further savings and strengthen the organisation's culture.

7.20. The individual proposals put forward for this theme (see details at Appendix 4) are:

Ref*	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
C-01	Redesign of the CYP Joint Commissioning service.	140	0	0	140
C-02	Adult Learning and Day Opportunities	50	100	0	150
C-03	Reduction in the use of agency social workers.	215	215	0	430
C-05	Housing (non-HRA) - service review	127	0	0	127
C-07	Review Short breaks provision.	65	50	50	165
C-08	IT - mobile telephony review	80	10	10	100
	Theme total	677	375	60	1,112

*some references are missing from the sequence. This is because some proposals initially in development are not yet ready to be presented as fully costed cuts but may come forward in subsequent rounds.

7.21. In addition; a number of opportunities continue to be explored and developed and may be brought forward in a future cuts round. They include, with some overlap to other themes:

7.21.1. Develop waste minimisation strategy with operational changes (using less resources) but also policy and education push to support better customer practice, e.g. through recycling collection points to reduce cost of collection and support more local disposal.

7.21.2. Better integrated services across Directorates and working with housing with a view to the customer / family journey to deliver less costly and better outcomes for the more vulnerable residents (e.g. care leavers).

7.21.3. Invest in more use of common IT platforms with likeminded partners to achieve improved performance and economies of scale as well as ensuring easier development.

7.21.4. Improved contact points for residents linked to customer services and digital strategy to reduce data handling, improve the customer experience, and better align mutually supportive services (including improving the Council's website as window to services).

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7.21.5. Review commissioning activities across the Council and consider a more consolidated, rather than individual Directorate, approach to improve commercial skills, market intelligence and build service resilience.

D – Asset realisation

7.22. As well as looking at the revenue budget considerations, it is important that the Council also reviews its assets and capital programme to maximise efficiencies where possible. With changing ways of working and different service delivery mechanisms the Council may no longer require the same asset base. From this work there could be running cost savings and there may be some one-off receipts that could be used to invest in transformation plans and outcomes which take longer to realise. These changes need to be balanced with the need for the majority of the cuts currently anticipated next year.

7.23. Through this significant strategic theme the Council can unlock social, economic and financial benefit from its considerable landholdings within Lewisham. The council has extensive landholdings across the Borough – ranging across a broad base of office, commercial and service/operational estate. The Executive Management Team (EMT) has commissioned work to explore the potential to utilise some parts of the asset base in a measured and sensitive way to release value that can help address the budget gap. It should be stressed at the outset that this review in no way seeks to sell core parts of the service and operational estate – nor to sell strategic assets. The shared challenge has been to re-purpose under-used parts of the Council’s asset/estate base in a way that ‘unlocks’ value over time. The approach has focused on three strands:

7.24. Rationalisation of the Catford Campus and establishing a Public Service Hub – sets out a route to securing a swift and positive consolidation of several public sector partners to Laurence House and the Former Town Hall, delivering early on the strategic aims set out in the Draft Catford Town Centre Framework. This proposal will also provide the platform from which to secure a new employment support offer and capacity as well as securing the valuable economic prize/footfall coming from 300/400 Public Sector workers in the town even in the changed circumstances with more working from home. In the short term some running costs are also assumed to be saved from mothballing some other sites.

7.25. Housing and development income – presents a route to achieving around £500k pa by presenting a development package of sites that could achieve a net rental return to the Council from around 250 new homes.

7.26. Other asset savings and income – the aim here is to review and reduce the costs associated with little-used buildings. Where possible we will seek to re-purpose some property for better/immediate outcomes towards short term Temporary Accommodation and similar uses where it saves us money. We will seek to reduce reliance on costly external Guardian contracts. We will also seek opportunities for income from filming at several of the Borough’s beautiful/unusual properties.

7.27. The individual proposals put forward for this theme (see details at Appendix 5) are:

Ref	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
D-01	Generating greater value from Lewisham’s asset base	0	0	500	500
D-02	Business Rates Revaluation for the estate	40	40	20	100

Ref	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
D-03	Facilities management general cost reduction	50	0	0	50
D-04	Operational estate - security	100	0	0	100
D-05	Operational estate - mothballing premises	0	50	0	50
D-06	Catford Campus - Estate Consolidation	674	11	12	697
D-07	Meanwhile use – Temporary Accommodation	25	25	25	75
D-08	Miscellaneous - income generation	0	25	0	25
	Theme total	889	151	557	1,597

7.28. In addition; a number of opportunities continue to be explored and developed and may be brought forward in a future cuts round. They include, with some overlap to other themes:

7.28.1. The potential to achieve further collaboration, better outcomes and cost-sharing through further voluntary/service hubs supporting a broad base of community needs. We will be doing this work across the Council's service and operational estate – but also in close liaison with key partners.

7.28.2. Reviewing the costs and outcomes achieved by any third parties involved in operating our estate – particularly Guardians and estate management of assets in Catford and other areas.

7.28.3. Review and being clear about areas of rent subsidies to ensure equity and aid understanding – being clear where a low or peppercorn rent is a clear measure of support or substitution for grant support.

E – Commercial approach

7.29. PASC's investigations over the past few years, have demonstrated that as well as traditional methods of looking after the Council's finances, councils can and do develop new ideas and innovations to produce income and create value. Services functioning well from a financial perspective are more able to be responsive to the needs of those using their services.

7.30. Commercialisation is about more than just chasing financial returns. The focus with this approach at this time is improving services and ensuring that resources are available to protect the most vulnerable. 'Thinking commercially' is a mind-set that prioritises the best use of resources – whether financial or otherwise. In an organisation such as the Council, a commercial mind-set with a public sector ethos becomes an important part of its culture.

7.31. The Council has been championing the development of greater commercial understanding and rigour in its service offering. This has been around achieving

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greater social value as well as financial return from engaging in such activities. This work, through this theme, assesses the culture and approach to considering risk and reward in the Council's commercial dealings and collection of debt. It also reviews how sales, fees and charges are set relative to benchmarks and assesses market potential to ensure rates are set at the optimum level in line with the Council's priorities.

- 7.32. The Council currently runs a number of traded services. The most significant being services to schools, the environmental services for commercial and garden waste, and bereavement services. The Council does not have to be in these business areas as fully as it currently is with options to change how much they support or contribute to core service delivery. As well as linking to the commercial discussion (i.e. cost recovery), there will be questions of strategic policy fit and risk that continued delivery of these services can be assessed against.
- 7.33. The Council has a number of key commercial partners, some significant contracts for key line of service delivery and systems, and uses a large number of smaller local contractors for a variety of work. In total, the Council spends over £200m annually with third parties. This theme will review how these contracts are being managed to identify opportunities to improve performance and also to plan further in advance how they may be retendered to ensure the Council has the most opportunity (time and choice) to improve value for money from these service areas.
- 7.34. The individual proposals put forward for this theme (see details at Appendix 6) are:

Ref	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
E-01	Improved Debt collection	250	250	0	500
E-02	Income from building control	15	15	20	50
E-03	Review discretionary sales, fees and charges and increase to the point of full cost recovery.	150	0	0	150
E-04	Introduce charging for certain elements of self-funded care packages	82	0	0	82
E-05	Traded services with schools	50	50	0	100
E-06	Reduce care leaver costs	200	100	0	300
E-07	Housing – Increased rent for Private Sector Lease (PSL) and Private Managed Accommodation (PMA)	300	375	0	675
E-08	Contract Efficiencies – inflation management	500	0	0	500
E-09	Realising further benefits from the Oracle Cloud Solution and exploiting its functionality as a fully integrated enterprise resource planning solution.	100	100	0	200

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Ref	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
E-10	Increase funeral charges	250	0	0	250
	Theme total	1,897	890	20	2,807

7.35. In addition; a number of opportunities continue to be explored and developed and may be brought forward in a future cuts round. They include, with some overlap to other themes:

7.35.1. Extending possible traded services, for example arboreal or garden services with in-house parks service.

7.35.2. Identifying areas for more extensive enforcement to improve general environment – e.g. fly tipping and littering, estate agent boards not removed etc.

7.35.3. Ensuring services are open to and seeking out grant support and other investment partners to support council service delivery in the Borough.

7.35.4. Continuing to strengthen the commercial skills in those letting contracts and commissioning services to secure the best value for money.

F – Better demand management

7.36. As much as the Council has a significant number of statutory services to deliver it also has discretion about how it does so. This enables services to ensure the value for money of provision within the overarching responsibility for stewardship of the public pound. Aligned with this, preventative work can lead to better outcomes for less cost in the long run compared to the need for crisis intervention.

7.37. For the Council's largest services (in budgetary terms), in particular adult and children social care but also environment services when considering levels of waste, how this translates into demand management around when users are engaged with the support they are offered has the potential for promoting greater independence with significant positive budget impacts.

7.38. The approach to this theme has been to explore opportunities to focus on volume and cost and the means by which they can be reduced, diverted, or shared. A fundamental principle in adult social care especially is about promoting greater independence for adults, and our ability to better manage demand through preventive action and a range of early help. The council will develop an approach that builds on the evidence available. Most of all the bedrock of adult social care needs to build on the importance of assisting people to maximise their life opportunities and to support greater moves towards independence. We should know the outcomes that different services deliver for our residents and the effectiveness of the interventions that are available need to be measured. So we will be establishing a more rounded and detailed set of performance measures that will enable the impact of a refreshed approach to promoting independence (and managing demand) to be better understood and financial cuts to be delivered. We will also look at shared pathways with our health partners to achieve better outcomes.

7.39. The individual proposals put forward for this theme (see details at Appendix 7) are:

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Ref*	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
F-01	Adult Social Care Demand management	3,000	0	0	3,000
F-02	Children Social Care Demand management	500	500	1,000	2,000
F-03	Children Service reconfiguration - fostering	0	250	250	500
F-04	Special Guardianship Orders payments	60	0	0	60
F-05	VFM commissioning and contract management – CSC	250	250	0	500
F-06	Adults with learning difficulties and 14 - 25yrs transitions costs	760	0	0	760
F-07	Outsource Adults services - Enablement	0	200	0	200
F-08	Outsource Adults services - Linkline	0	100	0	100
F-09	In house Adults reductions - passenger transport service	600	0	0	600
F-10	In house Early Help service	200	0	0	200
F-11	Front door arrangements in CYP	50	0	0	50
F-12	Housing – No Recourse to Public Funds	300	0	0	300
F-15	Environment - environmental operations review	0	330	0	330
F-16	Environment - new waste strategy	0	0	250	250
F-17	Road safety enforcement	250	250	0	500
F-18	Controlled Parking Zone Extension	0	0	1,000	1,000
	Theme total	5,970	1,880	2,500	10,350

*some references are missing from the sequence. This is because some proposals initially in development are not yet ready to be presented as fully costed cuts but may come forward in subsequent rounds.

7.40. In addition; a number of opportunities continue to be explored and developed and may be brought forward in a future cuts round. They include, with some overlap to other themes:

7.40.1. Developing a refreshed approach to adult social care based on better managing demand through focusing on promoting independence, with a modernised and

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transformed service delivery model.

- 7.40.2. Extend use of 'lean process review' to children social care to drive similar benefits realisation on back of system investment. This approach is working for adult social care to assist them with realising policy and procedure changes to secure value from investment in upgraded case management system.
- 7.40.3. Develop stronger sufficiency strategies with aligned performance reporting across social care to convert data to information, anticipate demographic risks and opportunities, and better manage demand for services.
- 7.40.4. Continue to explore working with the larger charities and voluntary sector and assess the merits of more use of direct payments for accessing tailored services for children and personal budgets for adult social care needs.
- 7.40.5. Ensure service provision is in place and teams trained and supported to secure the good work to move to early help and prevention at less cost and limit the demand for the expensive intensive intervention settings, other than in the limited cases where they may be needed.

8. Timetable and Decisions

Timetable

- 8.1. The timetable for this round of officer proposals is for this report to be reviewed as pre-scrutiny with feedback, via the PASC, to M&C on the 9 December. The Safer Stronger Committee will also consider the consolidated equalities report (to follow separately) for the cuts report as a whole. The specific scrutiny committee dates are:

11 Nov	Healthier Communities
12 Nov	Sustainable Development
18 Nov	Housing
26 Nov	CYP
1 Dec	Safer Stronger
3 Dec	PASC
- 8.2. Subject to the decisions at M&C on the 9 December and the relevant post-scrutiny period the cuts will be implemented by officers in line with the decision making route (see below). This will allow those proposals agreed to progress, including those requiring consultation, to be concluded before the end of this financial year so that a full year financial effect is achieved for 2021/22.
- 8.3. At the same time, recognising the £18.6m gap for the 2021/22 budget, a second round to develop further officers' proposals for cuts will have commenced. These additional proposals will be presented for pre-scrutiny in January so that they are before M&C in February as part of the Budget report. As such the decisions on the second round of cuts will contribute to the balance budget setting process for 2021/22, culminating with Council in February.

Decision making process

- 8.4. The decision making process for budget cuts depends on the nature of each individual cut being proposed. The decision depends on the scale and impact of the proposal and the actions required to deliver it. For example; a proposal requiring staff consultation can either be reserved by Mayor and Cabinet to themselves or follow the usual delegation for employment matters to the Chief Executive. In either case the decision can only be taken after completion of the consultation and a full report setting out the equalities, legal and financial implications for the decision maker.

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- 8.5. The table below shows the combination of criteria possible for a proposal (the first three rows) with the remaining rows identifying the options for concluding the decision available to Mayor & Cabinet.

Options for Decisions

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

- 8.6. The decision combinations for each proposal are summarised in the navigation sheet at Appendix 1.

9. Financial implications

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

10. Legal implications

Statutory duties

- 10.1. The Council has a variety of statutory duties which it must fulfil by law. The Council cannot lawfully decide not to carry out those duties. Even where there is a statutory duty there is often a discretion about the level of service provision. Where there is an impact on statutory duty that is identified in the report. In other instances, the Council provides services in pursuit of a statutory power, rather than a duty, and though not bound to carry out those activities, decisions about them must be taken in accordance with the decision making requirements of administrative law.

Reasonableness and proper process

- 10.2. Decisions must be made reasonably taking into account all relevant considerations and

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disregarding all irrelevant matters. These are particular to the service reductions proposed and are set out in the body of the report. It is also imperative that decisions are taken following proper process. Depending on the particular service concerned, this may be set down in statute, though not all legal requirements are set down in legislation. For example, depending on the service, there may be a need to consult with service users and/or others and where this is the case, any proposals in this report must remain proposals unless and until that consultation is carried out and the responses brought back in a further report for consideration with an open mind before any decision is made. Whether or not consultation is required, any decision to discontinue a service would require appropriate notice. If the Council has published a procedure for handling service reductions, there would be a legitimate expectation that such procedure will be followed.

Staffing reductions

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

Equalities Legislation

- 10.4. The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 10.5. In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 10.6. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed in the paragraph above.
- 10.7. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.
- 10.8. The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is

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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>

10.9. The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

- The essential guide to the public sector equality duty.
- Meeting the equality duty in policy and decision-making.
- Engagement and the equality duty: A guide for public authorities.
- Objectives and the equality duty. A guide for public authorities.
- Equality Information and the Equality Duty: A Guide for Public Authorities.

10.10. The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

- <https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

10.11. The EHRC has also issued Guidance entitled “Making Fair Financial Decisions”.

- <https://www.equalityhumanrights.com/en/advice-and-guidance/making-fair-financial-decisions>. It appears at Appendix 4 and attention is drawn to its contents.

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

The Human Rights Act

10.13. Since the introduction of the Human Rights Act 1998 (HRA) the rights set out in the European Convention on Human Rights (ECHR) have been incorporated into UK law and can be enforced in the UK courts without recourse to the European courts.

10.14. Those articles which are particularly relevant in to public services are as follows:

- | | | |
|------------|---|---|
| Article 2 | - | the right to life |
| Article 3 | - | the right not to be subject to inhuman or degrading treatment |
| Article 5 | - | the right to security of the person |
| Article 6 | - | the right to a fair trial |
| Article 8 | - | the right to a private and family life, home and correspondence |
| Article 9 | - | the right to freedom of thought, conscience and religion |
| Article 10 | - | the right to freedom of expression |
| Article 11 | - | the right to peaceful assembly |

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- Article 14 - the right not to be discriminated against on any ground
- 10.15. The first protocol to the ECHR added
- Article 1 - the right to peaceful enjoyment of property
- Article 2 - the right to education
- 10.16. Some of these rights are unconditional, such as the right not to be tortured or subject to degrading treatment. Others may be limited in finite and well defined circumstances (such as the right to liberty). Others are qualified and must be balanced against the need of the wider community – such as the right to a private and family life. Where there are human rights implications associated with the proposals in this report regard must be had to them before making any decision.

Best value

- 10.17. The Council remains under a duty under Section 3 Local Government Act 1999 to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. It must have regard to this duty in making decisions in respect of this report.

Specific legal implications

- 10.18. Members' attention is drawn to the specific legal implications arising in relation to particular proposals set out in the relevant proforma in Appendices 2 to 7 of this report and Appendix 8 which is a summary of specific legal implications for each budget cut proposal.

Equalities Implications

- 10.19. Detailed policy and equality implications have been appended to this report as Appendix 9.

11. Equalities implications

- 11.1. Proformas included in Appendices 2 to 7 consider the service equalities impact for each proposed cut. This identifies whether the cut is expected to have a high, medium or low impact on service users with protected characteristics, as well as mitigations that can be put in place and whether a full equalities impact assessment is required. A detailed review of the policy and equality implications across all cuts will be appended to this report as Appendix 9 for Safer Stronger and M&C.

12. Climate change and environmental implications

- 12.1. Section 40 Natural Environment and Rural Communities Act 2006 states that “every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions to the purpose of conserving biodiversity”
- 12.2. The specific climate change and environmental implications identified as arising from the current cuts proposals will require further consideration, however, those flagged as likely to impact positively on our ability to conserve biodiversity are: A-03, A-08, F-15, F-16 and F-18.

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13. Crime and disorder implications

- 13.1. Section 17 of the Crime and Disorder Act 1998 requires the Council to have regard to the likely effect on crime and disorder when it exercises its functions, and the need to do all that it reasonably can to prevent crime and disorder in its area.
- 13.2. Whilst there are no specific crime and disorder implications as yet identified as arising from the current cuts proposals, a number of these will require further consideration as to whether these will impact either positively or negatively on our ability to reasonably prevent crime and disorder. These are cuts A-02 (later years), D-04 and F-17.

14. Health and wellbeing implications

- 14.1. The specific health and wellbeing implications identified as arising from the current cuts proposals will require further consideration, however, those flagged as likely to impact either positively or negatively on the health and wellbeing of residents or service users are: B-09, C-02, C-07, F-01, F02, and F-06.

15. Background papers

Previous reports setting the financial context

- 26 February 2020 – 2020/21 Budget report to Council
- 10 June 2020 – Council’s response to COVID-19 – financial update report to M&C
- 9 July 2020 – First 2020/21 financial monitoring report to M&C
- 7 October 2020 – Financial stabilisation and budget update report to M&C

Appendices

1. Navigation sheet
2. **A** – Productivity
3. **B** – Joint working
4. **C** – Service reconfiguration
5. **D** – Asset realisation
6. **E** – Commercial approach
7. **F** – Better demand management
8. Specific legal implications – to follow for M&C
9. Summary equalities report – to follow for Safer Stronger and M&C
10. Making fair financial decisions

16. Glossary

- 16.1. The glossary below identifies the acronyms used in the report.

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Term	Definition
CPZ	Controlled Parking Zone
CSR	Comprehensive Spending Review
DSG	Dedicated Schools Grant
ECHR	European Convention of Human Rights
EMT	Executive Management Team
FFR	Fair Funding Review
GF	General Fund
GLA	Greater London Authority
HR	Human Resources
HRA	Housing Revenue Account
LGA	Local Government Association
LGFS	Local Government Finance Settlement
M&C	Mayor & Cabinet
MHCLG	Ministry for Housing, Local Government and Communities
MTFS	Medium Term Financial Strategy
PASC	Public Accounts Select Committee
PMO	Programme Management Office
SLT	Senior Leadership Team (EMT plus Directors)
VFM	Value for Money

17. Report author and contact

- 17.1. David Austin, Director for Corporate Resources, 020 8314 9114, david.austin@lewisham.gov.uk
- 17.2. Katharine Nidd, Acting Director for Strategic Finance and Procurement, 020 8314 6651, Katharine.nidd@lewisham.gov.uk

18. Comments for and on behalf of the Executive Director for Corporate Resources

- 18.1. The financial implications were provided by David Austin, Director for Corporate Resources, 020 8314 9114, david.austin@lewisham.gov.uk

19. Comments for and on behalf of the Director of Law, Governance and HR

- 19.1. The general legal implications were provided by Suki Binjal, Monitoring Officer,

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suki.binjal@lewisham.gov.uk and the specific legal implications concerning individual proposals where required were provided by the Council's principal lawyers.

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APPENDIX 1

Navigation Sheet

Ref	Title	Proposal	2021/22	2022/23	2023/24	Total	Full Report / Key Decision Req'd?	Public Consultation Required?	Staff Consultation Required?	Committee
A-01	Staff productivity - arising from new ways of working (including learning from the Covid 19 pandemic), better collaboration and a return on IT investment	In previous financial years there has been an assumption of an overall growth for all salary budgets in line with the expected inflation increase. During the Covid pandemic staff have had to work in very different ways with a reduction in travel time, use of office bases and improvements in the infrastructure to support remote and mobile working. These changes have improved the opportunities for staffing costs to reduce, with the greatest reductions being in office based teams. The savings figure derives from an assumption that across all staffing budgets there will be no inflation increase in the budget and also a small reduction in some areas. This saving will be applied differently to different budgets depending on the overall staffing cost and the balance of how staff work. Managers would need to implement a range of actions to achieve this saving and guidance will be provided on the actions they should consider when reducing costs. This is a measure commonly used by Councils to capture efficiencies across a large workforce.	3,000	3,000	0	6,000	N	N	N	PAC/ SSCSC
A-02	Hybrid roles - enforcement	Current enforcement activities across the Council and its partners cover a wide range of services and functions that impact directly and indirectly on our residents and our communities. At present there is no common approach to this. It is proposed that a cross cutting review of all Council enforcement activities be undertaken to deliver more customer-focussed, consistent, efficient, integrated and effective enforcement services. This will deliver a target operating model based on intelligence, evidenced demand and priorities and allow effective deployment of resource to deliver improved outcomes for the community. Given the scale and breadth of the review no savings are currently anticipated in Year 1.	0	50	50	100	Y	Y	Y	SSCSC

A-03	Corporate Transport arrangements	The Council currently funds pool cars for a number of different service areas, it pays for over 250,000 miles of travel expenses and also for staff claims for public transport. Some other Councils have developed a partnership with a car club rather than purchasing or leasing cars directly and a small number of Councils have started to explore a partnership with a bike share scheme. Some of these bike share schemes are also rolling out the use of electric bicycles which provide further opportunities for staff. While not all journeys could be replaced by a car and bike sharing scheme it is estimated that a significant percentage can be. The cost of joining such a scheme will offset some of the savings but in addition there are cashable savings that are achievable. Such schemes also provide an opportunity for the Council to further reduce its carbon footprint.	100	150	50	300	N	N	N	SDSC
A-04	Process automation in Revs and Bens	Council Tax and Benefits – the Council has two different control teams which are largely managing the same systems. The proposal would be to create a single generic unit providing support to both services which would lead to efficiency savings of £60k. In addition the team are exploring options with the current software provider to award new awards of CTR without the need for input from an officer or the need for clients to submit a claim form or evidence. This would be done for all new universal claimants initially and would result in their automatically receiving a full CTR award based on their income/information we receive regarding their claiming universal credit.	60	100	0	160	N	Y	Y	PAC
A-05	Revs and Bens - additional process automation	The Revenues and Benefits service has updated its on line forms in preparation for the implementation of automated processing of new claims and changes for Housing Benefit and for Council Tax discounts, moves and direct debit set up. This proposal is to implement new automated processes within the Revenues areas, specifically moves, single-person discounts and direct debits.	400	0	0	400	N	N	Y	PAC
A-06	Revs and Bens - Generic roles	This proposal provides the opportunity to merge the teams in Benefits and in Council Tax in order for there to be a single generic service such that all administration is done in one place. This proposal would also support the Council in recovering debt.	0	400	0	400	N	N	Y	PAC
A-07	Housing - Productivity gains	This proposal brings forward efficiency savings that have resulted from the introduction of the new IT systems. The Assure system provides a self-service portal for landlords to submit and track their applications which has reduced the workload on the coordinators. This has led to a reduction in staffing needs and in	202	0	0	202	N	N	N	HSC

		particular a reduction in the reliance on agency staff.								
A-08	Reduction in paper usage	During the Covid 19 pandemic there has been a very significant reduction in printing and paper costs. In the future staff are more likely to be working from home for at least part of the week and with the roll out of mobile devices, less likely to need documents printed. The saving for future years assumes that some of the current savings will continue in the future.	35	0	0	34.5	N	N	N	PAC
B-02	Strategic recharging	Improve partner contributions to the placement costs for children in care, including health, housing and education.	600	600	0	1200	N	N	N	CYP
B-04	Smoking cessation service	South East London Clinical Commissioning Group will fund the stop smoking service medication costs recognising the benefit of an early intervention measure to prevent longer term pressures for acute hospital services.	221	0	0	221	N	N	N	HCSC
B-05	Recharge OT and housing officer costs to the Disabled Facilities Grant	Charge to the DFG grant the appropriate costs of the Adult Social Care staffing who support the DFG and housing services to provide suitable adaptations and accessible accommodation to the residents of Lewisham.	425	0	0	425	Y	N	N	HCSC
B-06	Cuts to the main grants programme	Review of the main grants programme to respond to the needs of Lewisham residents and develop a strategic voluntary sector offer that enables resources to follow demand for services. Builds upon the Community Connections Lewisham model that now provides a single point of contact for residents to access a wide range of voluntary and community services. A cut of £800k is a 1/3 reduction in the programme.	0	800	0	800	Y	Y	N	SSCS C
B-07	Review of Council run events	Pausing the annual Blackheath fireworks display until at least 2023 and seek efficiencies in the delivery of the Civic events programme through working in partnership with other organisations to attract match funding where possible. In 2023, further review of the remaining events to drive additional cuts if needed.	70	30	0	100	N	N	N	SSCS C
B-08	Review the Power of Attorney service	Stop or charge for managing finances for residents the Council has power of attorney over. Also considering working with national charities that provide this service for the residents. The Council manages over £5m (tbc) of funds for c80 residents.	160	0	0	160	N	N	N	SSCS C
B-09	Reduction in the discretionary award of concessionary fares	Proposal to cease providing the discretionary award of concessionary fares from April 2021. The proforma clearly explains the approach and who is impacted and why, as to be clear that this is not a cost shunt for the most vulnerable. There are also phasing options to bring this in in stages.	300	0	0	300	N	N	N	HCSC

B-10	Reduction in local assemblies service	Change in service delivery model and associated budgets in light of the Democracy Review, embedding the work as part of the Community Development Team. Proposal also cuts Councillor's discretionary fund of £2500 per ward that totals approximately £45k. There will be some mitigation to work up alternative forum to facilitate community engagement where opinion formers can be included, possible virtual solutions linked with the Digital Strategy.	45	178	0	223	Y	Y	Y	SSCSC
C-01	Redesign of the CYP Joint Commissioning service.	Redesign of management structure in CYP Joint Commissioning. Seeks to reduce overall management + with the termination of the Core Assets plan and potentially other contracts either ending or being brought in-house overall capacity across the service can be reduced. Savings this year reduced by likely redundancy costs.	140	0	0	140	N	N	Y	CYP
C-02	Adult Learning and Day Opportunities	Through better integration between ALL and ASC we develop the offer to provide create targeted learning support for those with learning disabilities to improve outcomes, reduce cost of service provision from adult social care budget. Similar idea for family support offer – to be provided in conjunction with children's centres and current CYP offer.	50	100	0	150	Y	Y	N	HCSC/ CYP
C-03	Reduction in the use of agency social workers.	In line with our clear corporate commitment to reduce agency staff and replace with permanent employees, building on the success to date. Currently CYP have about 70% of permanent staff, but following recent recruitment this figure is already increasing. Anticipate that for the next financial year 90% of our social workers will be permanent. This activity in the longer term is less likely to generate a saving and more likely to help avoid an overspend on staffing costs.	215	215	0	430	N	N	N	CYP
C-05	Housing needs and procurement service review	A review of the housing needs and procurement services has been taking place following the move from a through the door service to a remote service.	127	0	0	127	N	N	N	HSC
C-07	Review Short breaks provision.	There was an underspend on this budget last year so it is assumed that this will generate a saving this year. A future small saving is assumed following a review of short break arrangements as the current cost base for some of the provision is very high	65	50	50	165	N	N	N	CYP
C-08	IT - mobile telephony review	Changes to mobile telephony. Reviewing use of Iphone's vs android, reduction in SIM provision and use of 8x8 for remote working.	80	10	10	100	N	N	N	PAC
D-01	Generating greater value from Lewisham's asset base	Not service cut – to provide a viable route to securing a sustainable income stream. The proposal is to secure a further commercial income/rental stream through the development of around 250/300 housing units for market rent through	0	0	500	500	Y	Y	N	PAC

		the development of around 250/300 housing units for market rent.									
D-02	Business Rates Revaluation for the estate	Corporate Estate Business Rate Revaluation approximately 80 sites likely to generate some savings. A profile of the likely savings over the next 3 years is provided below. This is estimated at £100k over the period.	40	40	20	100	N	N	N	PAC	
D-03	Facilities management general cost reduction	Since the impact of Covid 19 the Council has used less of its operational estate. Work is in progress to maintain some of the Covid working arrangements. It is estimated a saving can be made based on these changes of £50k as there will be less estate to clean, maintain and keep secure.	50	0	0	50	N	N	N	PAC	
D-04	Operational estate - security	To remove the security guard from the Holbeach car park (cost c.£76k pa) and use the CCTV now installed to monitor and enforce. To also remove the Civic Suite guard at night and weekends (£26k), both of these services are delivered by the Council's security contractor CIS.	100	0	0	100	N	N	N	PAC	
D-05	Operational estate - mothballing premises	Savings on mothballed assets. A review is in progress - savings on the cost of running the operational estate - potential savings is estimated at £150k over the next 3 years.	0	50	0	50	N	N	N	PAC	
D-06	Catford Campus - Estate Consolidation	The Catford office estate is made up of six buildings. As part of a wider Asset Review officers have been reviewing possibilities for office consolidation in order to realise savings or generate income. This builds on work already undertaken over previous years to rationalise the estate	674	11	12	697	N	N	N	PAC	
D-07	Meanwhile use - TA	A high level assessment of the units suggests that together they could provide 15 units of temporary accommodation at £7k per unit per year. This is likely to generate savings in the region of £100k per year over the next 3 years.	25	25	25	75	Y	Y	N	PAC	
D-08	Miscellaneous - income generation	Income Generation - potential use of a number of the Councils assets for income generation purposes through hire for example as film sets/locations – initially £25k pa – with review based on uptake.	0	25	0	25	N	N	N	PAC	

E-01	Improved Debt collection	<p>1) Review the overall levels of aged debt with individual services and develop an action plan to reduce this over to result in a once off improvement in the bad debt provision of the Council. 2) Work with all service areas to develop policies and protocols to proactively engage with debtors and ensure that the approach to debt collection is tailored to the nature of the debt raised and increases debt collection in a sustainable way. This will ensure that a permanent reduction in the Council's bad debt provision</p> <p>3) To use the information coming from the debtors team to ensure that the Council minimises poor debt (i.e. selling discretionary services to repeat non payers) and focuses resource on those services which have high levels of debt payment. Ensure that a threshold is determined and set to ensure that the cost of chasing the debt is always equivalent or lower to the cost of the debt itself.</p>	250	250	0	500	N	N	N	PAC
E-02	Income from building control	To increase the promotion of Building Control following planning permission being granted to improve the market share of Building Control and thereby increase income.	15	15	20	50	N	N	N	PAC/S DSC
E-03	Review discretionary sales, fees and charges and increase to the point of full cost recovery.	<p>Council fees and charges deliver approx. £15m of income each year, including discretionary and statutory fees and charges. Assuming the discretionary element to be ~£5m / annum (excl. parking), and considering the pressures placed by the Covid-19 recession, it is assumed that a net increase of circa 3% is realistic and sustainable (and above inflation) and generates an equivalent increase of £150k per annum. This would include all Council discretionary sales fees and charges, and exclude the following:</p> <ul style="list-style-type: none"> - All statutory fees and charges (set by government); - Recharges to partners (where covered separately); - Commercial income (covered separately); - Parking income (covered separately £1.5m); - Schools SLA income (covered separately £100k); - Bereavement income (covered separately £250k); - Planning (subject to new legislation). <p>Those discretionary sales, fees and charges remaining would be subject to full cost modelling with resultant price increases to ensure full cost recovery.</p>	150	0	0	150	Y	N	N	PAC

E-04	Introduce charging for certain elements of self-funded care packages	The Care Act allows councils to make an annual charge to services users who have been financially assessed as Self Funder in line with the Care Act and Fairer charging framework for the brokering and overseeing the quality of these services as part of the contract monitoring arrangement that are in place. Similarly the Council is proposing to introduce charging for the use of transport services to those services users who are self-funding, in line with the Care Act.	82	0	0	82	Y	N	N	HCSC
E-05	Traded services with schools	The overall package of services traded with schools is worth circa £2m. This proposal seeks to look at options across the complete suite of services to ascertain the possibility of securing additional sustainable income of £50k from 2021/22 onwards.	50	50	0	100	N	N	N	CYP
E-06	Reduce care leaver costs	The saving is based on ensuring that the UASC grant for CSC care leaver costs is fully claimed for.	200	100	0	300	Y	N	N	CYP
E-07	Housing – Increased rent for Private Sector Lease (PSL) and Private Managed Accommodation (PMA)	This proposal is to increase rents for our PMA and PSL rents to be in line with London Housing Allowance (LHA).	300	375	0	675	Y	N	N	HSC
E-08	Contract Efficiencies – inflation management	If all new contracts brought forward are let on the basis of not including indexation, and the procurement framework and policies are adapted to support this, then its anticipated that £500k can be cut through the removal of £500k from the non-salary inflation with a review of those services most able to deliver against this and tracked through the procurement cycle.	500	0	0	500	N	N	N	PAC
E-09	Realising further benefits from the Oracle Cloud Solution and exploiting its functionality as a fully integrated enterprise resource planning solution.	The organisation of the HR (corporate and school) and Payroll (including the payroll administrative support function) are fragmented with expertise concentrated within small groups and in some instances an individual. A reconfiguration of this function in addition to full exploitation of the solutions function is expected to realise some cashable benefits over the course of the next year and beyond.	100	100	0	200	N	N	N	PAC
E-10	Increase funeral charges	This proposal is to increase fees and charges to increase income to ensure that the service is delivered on budget rather than provide a direct cut to the service budget.	250	0	0	250	N	N	N	PAC (although potentially SSCSC – equalities)

F-01	Adult Social Care Demand management	Improved management of demand and productivity. Promoting and sustaining independence and making sure longer term support reflects a strength based approach to meeting assessed needs. Key to demand will be thresholds and risk mitigations (i.e. strength of early help or enablement services)	3,000	0	0	3000	?	?	?	HCSC
F-02	Children Social Care Demand management	With tighter and better demand management now in place fewer children are being taken into care. As a result current levels of spend should not be sustained. There will be a natural period over the next five to seven years when the current children in care work through the system before moving out of the Council's cost base. This is estimated, with detailed costing work ongoing, to be up to £1m per year. Initially starting at £0.5m for the first two years rising to £1m for three years and then falling back as the cohort leaves care and these care packages in terms of numbers are not replaced. The sustainability of this cut is dependent on the related work in early help services being delivered.	500	500	1,000	2000	?	?	?	CYP
F-03	Children Service reconfiguration - fostering	More local rather than agency fostering – service configuration	0	250	250	500	N	N	N	CYP
F-04	Special Guardianship Order payments	Amend Special Guardianship Order (SGO) payments to align with fostering as hold fewer care obligations and helps children move on – 20 cases, one SW £60k	60	0	0	60	N	N	N	CYP
F-05	VfM commissioning and contract management - CSC	Better VfM placements and only pay for service commissioned with tighter contract management – commercial / income e.g. Continue work to reduce child protection orders down to 200-240 level (from recent 300 run rate) to lower operating costs (est. £100k) and save on legal fees.	250	250	0	500	N	N	N	CYP
F-06	Adults with learning difficulties and 14 - 25yrs transitions costs	Review learning and physical disability packages for high cost of care and promote direct payments, and reduce transition costs of young adults requiring support working better as joint teams.	760	0	0	760	N	N	N	CYP (potentially HCSC as up to 25yrs)
F-07	Outsource Adults services - Enablement	The costs of the adults In-house Enablement service amounts to 1.9m funded from the BCF and charges to service users. It is estimated that this service could be provided by an external provider for £200k less per annum.	0	200	0	200	Y	Y	Y	HCSC

F-08	Outsource Adults services - Linkline	The costs of the in house Telecare / Linkline service amounts to 1.1m. This includes the cost for staffing equipment and licensing charges to Tunstall, the provider of equipment. There has been additional expenditure caused by the delay to upgrade the equipment by the provider. The impact of this delay has resulted in the loss of our existing partner organisation who provided disaster recovery assistance as their system is digital and ours remains analogue. There are additional costs of £35k associated with employing additional night staff to provide support and conform with lone working and Health and Safety requirements. It is estimated that the service can be provided by an external provider for a saving of at least 10% (i.e. 100k) in 2022/23.	0	100	0	100	Y	Y	Y	HCSC
F-09	In house services reductions - adults passenger transport	Stop using the current in-house passenger transport services for adults and commission this from an external provider and a reduced cost of £600k per annum.	600	0	0	600	Y	Y	Y	HCSC
F-10	In house Early Help service	Plans to build a flexible and strong in-house early help service in hand as a priority – cheaper to run as don't need as much expensive social worker resource – but will take two years to mature Working with 2,500 children at one time with 350 assessments a month – up to 20% referred on for statutory assessment when better early help would prevent need for this – a 10% reduction would save two SWs so £120k	200	0	0	200	Y	N	N	CYP
F-11	Front door arrangements in CYP	Combining front door arrangements for children's' services, specifically MASH and Early Help.	50	0	0	50	?	N	Y	CYP
F-12	Housing - No Recourse to Public Funds	Build on emerging best practice and experience to ensure clients with No Recourse to Public Funds achieve regularised status and therefore are enabled to access the appropriate financial support available through various national benefit schemes.	300	0	0	300	N	N	N	HSC
F-15	Environment - environmental operations review	Environmental Operations Review- review the entire waste and cleansing operational model to produce a new efficient and targeted approach making the best use of new technology and increased mechanisation of services.	0	330	0	330	Y	N	Y	SDSC
F-16	Environment - new waste strategy	Develop and implement a new Waste Strategy aimed at reduction, reuse and recycling. Target areas where overall % of waste is not reducing in line with averages and focus on behavioural changes and emerging Government policy.	0	0	250	250	Y	Y	Y	SDSC

F-17	Road safety enforcement	<p>Safer Lewisham – To expand the current function within Parking, for the use of enforcement cameras for all of moving traffic offences from banned turns, one ways, no entry's and box junctions. This would primarily be targeted towards improving road safety and reducing injuries within the borough and meeting our and the Mayor for London's targets. Potentially this would use capital investment for 20 sites per year for the next 3 years, with 10 mobile cameras for switching per annum. This would need to include relevant revenue costs such as staff, licensing, IT etc. but is used elsewhere with considerable success.</p>	250	250	0	500	Y	Y	N	SDSC
F-18	Controlled Parking Zone Extension	<p>Climate Emergency – One of our strongest tools to reduce car dependence and increase more sustainable modes of transport such as walking and cycling, is the use of parking controls. To meet the challenge of the Climate Emergency in Lewisham, extending our CPZs borough wide would be a key tool as part of the Councils approach to tackling the Climate Emergency and reducing the impact of the car on the environment and health. Given the need for development, design and engagement, it is proposed that this would have to be year 3 of the budget cycle, in 2023/24</p>	0	0	1,000	1000	Y	Y	N	SDSC
		TOTAL	15,051	8,604	3,237	26,892				

APPENDIX 2

Theme A: Productivity - Cuts Proformas

DRAFT

1. Cuts proposal	
Proposal title:	Productivity Staffing Savings
Reference:	A-01
Directorate:	Cross Council
Director of Service:	
Service/Team area:	
Cabinet portfolio:	Resources
Scrutiny Ctte(s):	All

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Not increase service staffing budgets in line with expected inflation increases for 2021/22 and 2022/23	Yes – in that its more than £500k	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
This is a cross Council approach affecting all service areas with staffing budgets.
Cuts proposal*
As part of our medium term financial planning, the Council currently incorporates uplifts to staffing budgets year on year to meet the inflation increase of employee costs, typically assumed to be approximately £3M annually across the Council's overall employee budget. Staff will continue to receive the nationally negotiated pay awards and this cut will be delivered by less temporary staff and productivity improvements. Following the significant changes to how staff have had to work during the Covid 19 pandemic, together with the rapid roll out of technology to support flexible and remote working, many staff are working very differently to the way there were doing so before. There is a recognition that this change in working will be more pronounced for office based staff and that some more front line teams may not see the same level of efficiencies through remote and flexible working. Therefore for office based services in addition to no increase to staffing costs there is an expectation of a small reduction to the staffing budgets with suggestions to budget holders and managers on how to implement such ideas to ensure that they remain within budget. Note: the NJC negotiated pay increases are not affected by this cut, this proposal is instead to not increase the current budget levels (not salary payments) and that in the

3. Description of service area and proposal

main it is likely that this will be managed by less temporary staff and productivity improvements, as well as the other measures suggested below.

This will impact all services across the Council.

Guidance will need to be developed and some managers might require more significant levels of support in order to make the changes. The areas that managers should consider include:

- A reduction in the requirement for office bases with a re-design of working arrangements and work-flows to improve productivity of the service
- Greater use of flexible and remote learning using the technology rolled out during the pandemic and the current changes in how staff work – more staff working from home and more staff working flexibly with hand held devices
- Services across the Council to reduce their dependency on higher cost agency staff
- More pro-active and targeted vacancy management
- Greater use of apprentices
- Improved performance management processes

Mitigating Actions for 21/22

A process to be devised to ensure that those services which are less able to make such staffing savings receive a partial inflation increase, or are able to identify other areas of savings to support increases in salary budgets. Managers will need to ensure that they identify actions to be undertaken to remain within staffing budgets.

4. Impact and risks of proposal

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

There is a risk of a reduction in service offer, but this should be mitigated by changes to working practices and improved performance management. If these productivity improvements cannot be captured and reflected then there is the risk that services may need to reduce staffing numbers to deliver this.

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

Some managers may not have the skills to implement changes to staffing arrangements and may overspend on staffing budgets. Support will be required for such services, as well as scrutiny and challenge through the monthly financial monitoring and reporting to EMT.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	131,827	0	131,827	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000

5. Financial information				
No inflationary increase to staffing budgets	£3,000	£3,000	£0	£6,000
Total	3,000	3,000	0	6,000
% of Net Budget	2.2%	2.2%	0%	4.4%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	No	No	No
If DSG, HRA, Health impact describe:		N/A	N/A	N/A

6. Impact on Corporate priorities: list in order of DECREASING impact	
1. Good governance and operational effectiveness – seeks to positively improve this	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
2. All other corporate priorities impacted equally	
3.	
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7. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	If impacting one or more wards specifically – which?
	Council wide

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

8. Service equalities impact

No specific proposals are being put forward at this stage, other than for service managers to ensure that they can increase staff productivity by a margin of approx. 3% to ensure that salary inflation increases are not needed for the next two years.

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

No

9. Human Resources impact

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

Yes

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

Not known.

This is a saving of approx 3% across all services and it is for individual service managers to identify the measures to be taken to ensure that staff costs remain within budgets which will not increase with inflation for two years.

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C

11. Summary timetable

November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

DRAFT

1. Cuts proposal	
Proposal title:	Enforcement Review – New Ways of Working
Reference:	A-02
Directorate:	Cross-Council
Director of Service:	
Service/Team area:	
Cabinet portfolio:	Cllr Dacres
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed:	Key Decision*	Public Consultation	Staff Consultation
	Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Yes / No and Statutory vs informal	Yes / No and Statutory vs informal
	Yes	Yes	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Current enforcement activities across the Council, and its partners, cover a whole range of services and functions that impact directly and indirectly on our residents and their communities, in some cases, affecting the quality of their life.</p> <p>It is proposed that a cross cutting review of all Council enforcement activities be undertaken to deliver more customer-focused, consistent, efficient, integrated and effective enforcement services. We will seek to build closer working arrangements across the Council, aligning practices to increase productivity across the full range of enforcement functions within the Council. This review will deliver a target operating model based on intelligence, evidenced demand and priorities and allow effective deployment of resource to delivering improved outcomes for the community.</p>
Cuts proposal*
<ul style="list-style-type: none"> • Develop a fit-for-purpose, effective and efficient structures for enforcement – develop new structures and tasking model • Clarify the role, function and approach of the enforcement services in Lewisham – developing strategies, policies, process and SLAs • Develop capability of the service and put effective management in place – quality management system, competency framework • Create an environment that the staff can deliver service effectively and efficiently – culture, IT, equipment • Communicating the role and achievement of the enforcement service – Unified brand and communications <p>Functions to be included in scope:</p> <ul style="list-style-type: none"> • Community Safety (including ASB) • Environmental Health • Environmental Enforcement

3. Description of service area and proposal

- Licensing including Highways and Premises
- Noise and Pollution Management
- Planning Enforcement
- Private Sector Housing
- Trading Standards
- Street Trading (including shop front trading and markets)
- Lewisham Homes Enforcement including ASB
- Partnerships with the Metropolitan Police
- Due to the commercial nature, Parking Enforcement and Building Control will not form part of the core scope but their activity will be taken into account where recommendations are cross-cutting e.g. ambassadorial role

Programme objectives

The initial programme objectives are detailed below.

- a. Review the Enforcement function to better support the delivery of high level outcomes and prioritisation. This will include the end-to-end process from reporting to resolution.
- b. Ensure the enforcement function is designed to respond to additional demand arising from both an increased population and borough growth.
- c. Deliver an integrated enforcement policy and subsequent structures to drive joint working, performance improvements and cost avoidance.
- d. Targeted use of legislation to achieve measurable outcomes and objectives
- e. Enable a cultural shift including how we use legislation
- f. To provide a target operating model for the Council and enforcement activities that provides services based on intelligence and priority and deployed accordingly
- g. Maximise new methods of working and partnership tasking approach to support any changes e.g. virtual teams, ambassadorial role
- h. Unlock and deliver efficiency savings and cost avoidance opportunities
- i. To provide a common methodology for the use of intelligence, mapping, tasking and deployment and, where necessary, joint approaches.

Programme governance

A programme board will need to be established with defined terms of reference and will be the Enforcement Strategy Board.

The programme board will consist of the programme sponsors and relevant Director and Heads of Service. The board will also be supported by Finance and HR representatives as appropriate and at particular points in the Review. The board will include attendance by other Managers where their portfolio is potentially impacted by specific proposed changes. This board will report, via the appointed EMT members, directly to EMT as a corporate project and supported by the PMO.

The programme board will meet monthly. A programme delivery group will underpin the board.

Members' briefings and engagement with the wider members group will also be co-ordinated through the board.

An engagement plan will be developed to ensure the views of various stakeholders are captured, as well as to ensure any change is well communicated to those affected. Engagement with those in the services will commence from the start of the Review.

3. Description of service area and proposal

Structure of the Review

The Review will be structured under the following areas:

Ambition and Prioritisation

- Vision and direction
- Policy
- Integration with local and national priorities and strategies
- Collaboration with others
- Partnership working
- Priorities and what are not priorities including what is statutory and what is discretionary

Capacity

- Capacity of the Services in scope to deliver change/meet member expectations
- Resource management
- Understanding of risk and use of intelligence/data
- IT Infrastructure

Performance management

- Performance management approach
- Use of performance information to identify gaps and target resources

Engagement with Customers

- Understanding local needs and communities
- Responsiveness to customers and stakeholders
- Accessibility
- The role and responsibility of the individual and alternative courses of action

Delivery of Outcomes

- Delivery of sustainable outcomes against priorities
- Review and scrutiny
- Evaluation and Learning

Key Questions

The Review will include a number of fundamental questions:

- What are our overall priorities and outcomes?
- Can we progress further multi-tasking of roles and functions and in particular our enforcement activities with businesses?
- Can we join up our street presence, or use an ambassadorial role?
- To what extent can officers from different areas carry out enforcement in a generic way?
- What understanding is there for alternatives or the routes for enforcement to ensure the correct process and speedier resolution?
- Reducing duplication of effort and resource e.g. on street and estate activities
- Are the priorities and outcomes being progressed currently, ours or our partners or a shared approach?
- How much can we shift to prevention and education?
- How much is intelligence and outcome a driver for activity?
- How can technology assist?
- How do the needs and accessibility of our communities affect this?
- What is the role of the individual or groups in enforcement?
- Can our offer be expanded commercially to housing providers?

3. Description of service area and proposal

The Review is about taking a step forward and asking what the purpose of the Council's enforcement function is from the point of view of all stakeholders. What are we seeking to achieve through enforcement, i.e. a better quality of life, and public protection. What are we enforcing against? There are the issues that residents say are important to them, e.g. tackling fly tipping, dog fouling, and street trading. Then there are more hidden issues, the minimum wage, human trafficking, consumer protection, debt, and housing quality.

Responsibility for Enforcement sits across a range of Directorates and Divisions and the scope of this Review is detailed in this bid. We need to be clear that in scope and in the Review does not mean that services and teams will be automatically be joined up or that a decision has already been made on the shape and delivery of these services. We want to explore every opportunity to help address this key area and want the knowledge, experience and views of our professional officers to add value to this work.

This programme is about re-aligning the Enforcement function to better support the delivery of high level outcomes and corporate commitments, while dealing with the additional demand arising from both an increased population and borough growth.

This programme seeks to drive a transformational-type change in the Enforcement function.

Key milestones

A programme plan will be developed and the key milestone will be the completion of the full programme plan and a "Blueprint" of the future services. This will set out a target operating model for the enforcement function, financial deliverables including savings and the projects required to get to the service delivery model from the current state.

The programme is expected to move into full delivery phase from late 2021/22 following discussion and approval of the Programme Plan and Blueprint.

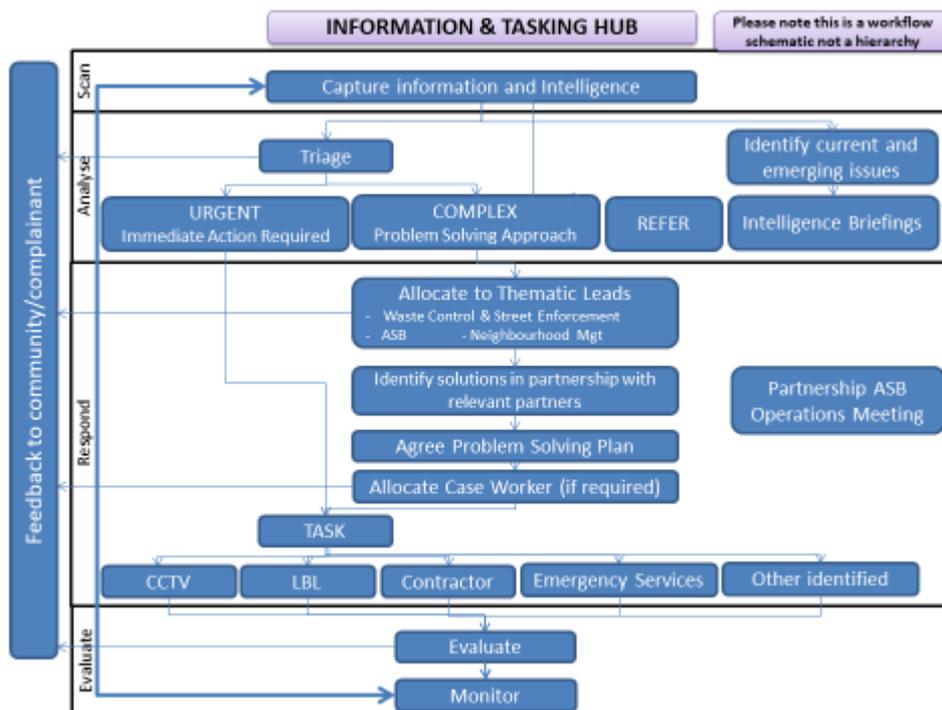
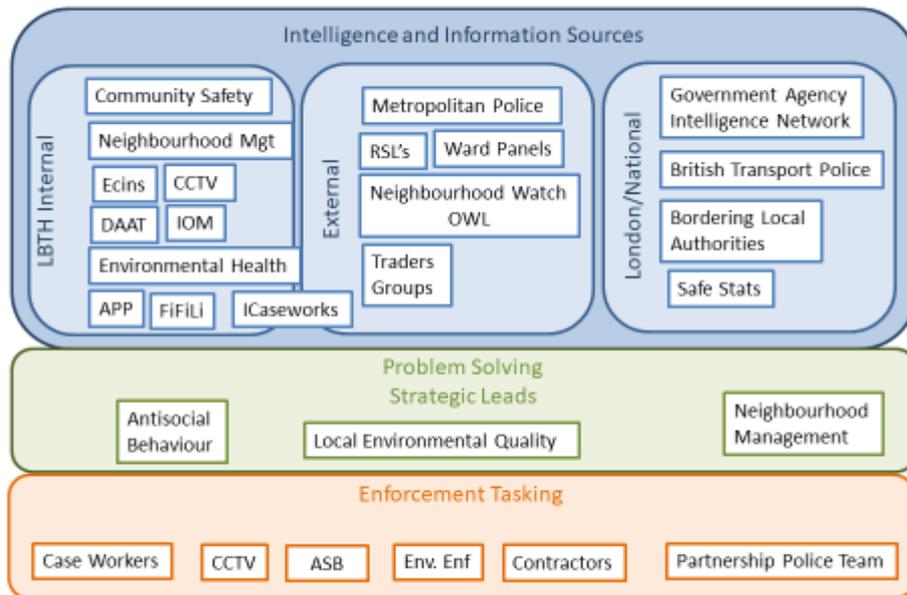
Detailed gap analysis will be undertaken to identify some of the challenges that exist with services in their present state and suggest potential paths that can be taken to achieve the future state. These will be supplemented with benchmarking and the use of models from other authorities.

It is anticipated that the programme will provide a number of financial recommendations including:

- Re-assignment of resource to priority outcomes
- Investment where gaps or low levels of resource cannot be filled by said re-assignment
- Ensuring alignment across the organisation to ensure that outcomes are delivered including support
- Using more commercially minded approaches to enforcement e.g. examples of litter enforcement and subsequent income
- Using an ambassadorial approach to target key activities and reporting
- By focussing on outcomes, thereby looking and impacted areas e.g. addressing fly tipping and overproduction to reduce disposal costs.

3. Description of service area and proposal

Potential high level approach



Therefore conservative figures have been put forward for 2022/23 and 2023/24 of £50,000 and £50,000.

4. Impact and risks of proposal

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

If not reviewed, potential for:

- Fragmented services
- Intelligence and information flows are not streamlined. Tasking is complicated
- Lack of intelligence sharing and co-production with the partners and community
- Poor customer satisfaction
- Complex cases are not fully dealt with
- Available legal powers are not fully used to tackle issues and deliver strategic priorities
- Often no feedback to residents etc.
- Standard Operating Procedures not linked or not up to date
- Lack of clear priority approach means service stretched and not able to focus on outcomes required
- No comprehensive approach to training need
- Some of the Council strategies are not clear about what they expect for enforcement services
- No internal and external enforcement service communications strategy
- The overarching Enforcement policy/approach is outdated?
- The need to work with external services more closely (e.g. the mediation services and Victim Support).
- Need to clarify the staff's responsibilities

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

-

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
		0		
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
	0	50	50	100
Total	0	50	50	100
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	No	No	No
If DSG, HRA, Health impact describe:				

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

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

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

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

9. Human Resources impact					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

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

11. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	
November to December 2020	Proposals submitted to Scrutiny committees leading to M&C Scrutiny meetings held with consultations ongoing Establish Boards and begin project plan for review
November to December 2020	Consultations undertaken and full decision reports (where required) prepared Commence review in December 2020
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021 – March 2023	<ul style="list-style-type: none"> Adopt new approach to enforcement in late 2021/22 Commence agreed service changes 1st April 2022
April 2023	Service Changes implemented March 2023

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Review of work related travel arrangements to reduce costs
Reference:	A-03
Directorate:	All
Director of Service:	
Service/Team area:	Corporate Services
Cabinet portfolio:	Cllr De Ryk
Scrutiny Ctte(s):	

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Reduce cost of travel	No	No	Yes – informal?

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Across the Council officers claim for work related mileage allowance, use pool/lease cars and take public transport to perform their duties.
Cuts proposal*
The proposal is to make savings from a review of work related travel. The Council has 27 leased pool cars (all hybrid). The total cost for these is £74K pa and includes maintenance, tax and insurance. Our records indicate that these cars do an average annual mileage of 8k. The lease contracts last from 1 – 3 years.
A review of mileage claims on the system found claims for approximately 250K to 300K in 19/20. Replacing the use of private and pool cars or public transport with a car club arrangement and electric bikes could make significant savings to the Council's travel costs and it could also increase the efficiency of officers involved as they may spend less time in traffic or searching for parking spaces.
A detailed review is required to examine the issues and explore the full potential of this saving. The proposed savings are spread over 3 years to allow for the fact this change will require transformation.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:

4. Impact and risks of proposal

No impact to service users, partners and other Council services. Some staff may be impacted as the mode of work related transport will change.

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

That car club costs will be lower than lease car costs and that staff will be happy to use electric bikes instead of cars/public transport. A detailed review is required to fully identify the costs and options for cheaper travel as well as a thorough understanding of penalties for damage or late return of vehicles and assessment of the risk of claims in the case of any accidents while on an electric bike.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Saving on travel costs	100	150	50	300
Total				
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

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

7. Ward impact

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

8. Service equalities impact

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

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No					No
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:
There will need to be a procurement process to identify a car and bike club scheme that would partner up with the Council

10. Legal implications

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11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Process automation in Revenues and Benefits
Reference:	A-04
Directorate:	Corporate Resources
Director of Service:	Ralph Wilkinson
Service/Team area:	Public Services / Revenues and Benefits
Cabinet portfolio:	Cllr De Ryk / Cllr Dromey
Scrutiny Ctte(s):	TBC by Governance Services

2. Decision Route			
Cuts proposed:	Key Decision	Public Consultation	Staff Consultation
	Yes / No	Yes / No	Yes / No
Automation of benefits processes	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Revenues Service administers and collects Council Tax, Business Rates, HB overpayments, sundry debt and processes all financial transactions. The Benefits Service administers Housing Benefit, Council Tax Reduction, adult social care financial assessments and concessionary awards.
Cuts proposal*
There are currently 2 system control teams within the Revenue and Benefit areas, each providing support and maintenance on the same systems. The proposal would be to create a single, generic unit providing support to both services making efficiency savings of 1.5 FTE, equivalent to £60k
In addition the team are exploring options with the current software provider to award new awards of CTR without the need for input from an officer or the need for clients to submit a claim form or evidence. This would be done for all new universal claimants initially and would result in their automatically receiving a full CTR award based on their income/information we receive regarding their claiming universal credit.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
There is no negative impact on service users and partners. There will be an impact on staff as the number needed for processing will reduce and there will be a reduction in the activity needed to oversee and manage the systems.
Outline risks associated with proposal and mitigating actions to be taken:
There are very few risks with this and it is more likely that synergies already exist and more will emerge if a single team provide the support and overview of all systems rather than the current arrangement where there is potential for 2 teams to work independently on the same activity on the same systems. There are numerous examples of similar services in other Councils where there is a single team delivering this. The risk should be further mitigated by benchmarking and communicating with other councils / services to learn and understand how they operate successfully.

4. Impact and risks of proposal

A further risk relates to the use of an automated process. Early dialogue with the software providers has been positive and all the key elements to support this transition already exist.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	7,634	(6,198)	1,436	
HRA				
DSG				
Health				
Cuts proposed*:	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Single / joint control team in Revenues and Benefits		60	100	160
Total		60	100	160
% of Net Budget		%	34.8	34.8%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Y	N	N	N
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities

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

7. Ward impact

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

8. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A

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

9. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2	106				
PO1 – PO5	11				
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
	87	30			
Ethnicity	BME	White	Other	Not Known	
	61	54		2	
Disability	Yes	No			
	4	113			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
	19			98	

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

11. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
October 2020	Proposals prepared
November 2020	Proposals submitted to Scrutiny committees leading to M&C
December 2020	Proposals to M&C, including Equality & HR assessments

11. Summary timetable

January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

DRAFT

1. Cuts proposal

Proposal title:	Revenues and Benefits – Additional process automation
Reference:	A-05
Directorate:	Corporate Resources
Director of Service:	Ralph Wilkinson
Service/Team area:	Public Services / Revenues and Benefits
Cabinet portfolio:	Cllr De Ryk / Cllr Dromey
Scrutiny Ctte(s):	TBC by Governance Services

2. Decision Route

Cuts proposed:	Key Decision	Public Consultation	Staff Consultation
	Yes / No	Yes / No	Yes / No
Automation £0.4m	No	No	No

3. Description of service area and proposal**Description of the service area (functions and activities) being reviewed:**

The Revenues Service administers and collects Council Tax, Business Rates, HB overpayments, sundry debt and processes all financial transactions. The Benefits Service administers Housing Benefit, Council Tax Reduction, adult social care financial assessments and concessionary awards.

Cuts proposal*

The Revenues and Benefits service updated its on line forms in preparation for the implementation of automated processing of new claims and changes for Housing Benefit and for Council Tax discounts, moves and direct debit set up. The use of automated processing is new and will require investment in technology and staff to support it. This proposal is to implement new automated processes within the Revenues areas, specifically moves, single-person discounts and direct debits.

If successful the Council could further improve the speed of processing and reduce costs. Investment could lead to other processes being identified for automation but these are not included in savings.

A saving of £250K has already been agreed for 2020/21. This proposal increases that saving by a further £400K in 2021/22.

4. Impact and risks of proposal**Outline impact to service users, partners, other Council services and staff:**

There is no negative impact on service users and partners. There will be an impact on staff as the number needed for processing will reduce but there will be a lower number of new roles needed to oversee and manage the automation.

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

There is a risk that the investment will not result in the projected return. The technology is new and has not been widely applied in this area before. To mitigate this the project team will review services where this technology has already been deployed to learn from their experience to reduce the risks. They will also undertake some automation on a pilot basis to try and determine whether or not the savings can be realised as a result of automating these specific transactions.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	7,634	(6,198)	1,436	
HRA				
DSG				
Health				
Cuts proposed*:	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Automation of specific transactions within Revenues and Benefits		400	0	400
Total		400	0	400
% of Net Budget		%	0	34.8%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N
If DSG, HRA, Health impact describe:				

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

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

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

8. Service equalities impact

Disability:	n/a	Gender reassignment:	n/a
Religion / Belief:	n/a	Overall:	n/a

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

Note: This proposal has a positive impact on equalities for residents. The automation of these processes will mean that as soon as the Council has all of the information it needs the transaction will be processed and there will be no delays. This also means that customers are able to contact us whenever they would like to 24/7 and process the transaction themselves resulting in immediate updates on council tax accounts which will also result on a greater likelihood of tax payers paying their council tax as they have more assurance that the correct balance is outstanding and due.

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

9. Human Resources impact

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

Workforce profile:

Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2	71				
PO1 – PO5	5				
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
	58	18			
Ethnicity	BME	White	Other	Not Known	
	39	35		2	
Disability	Yes	No			
	4	72			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
	19			57	

10. Legal implications

State any specific legal implications relating to this proposal:

None

11. Summary timetable

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

Month	Activity
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11. Summary timetable

October 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
November 2020	Proposals submitted to Scrutiny committees leading to M&C
December 2020	Final details from pilot presented and final stop / go decision submitted
January 2021	
February 2021	
March 2021	Cuts implemented

DRAFT

1. Cuts proposal	
Proposal title:	Process automation in Revenues and Benefits
Reference:	A-06
Directorate:	Corporate Resources
Director of Service:	Ralph Wilkinson
Service/Team area:	Public Services / Revenues and Benefits
Cabinet portfolio:	Cllr De Ryk / Cllr Dromey
Scrutiny Ctte(s):	TBC by Governance Services

2. Decision Route			
Cuts proposed:	Key Decision	Public Consultation	Staff Consultation
	Yes / No	Yes / No	Yes / No
Automation £0.4m	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Revenues Service administers and collects Council Tax, Business Rates, HB overpayments, sundry debt and processes all financial transactions. The Benefits Service administers Housing Benefit, Council Tax Reduction, adult social care financial assessments and concessionary awards.
Cuts proposal*
There are around 70 staff working on benefit and council tax administration. Many of the activities are undertaken in specialist groups although there is much duplication of effort where staff from both services would be working on specific activities for the same claim e.g. council tax staff working on accounts, changes and exemptions / discounts while Benefit staff could be working on the same account when awarding council tax reduction. By introducing generic working, one member of staff having been fully trained will process both functions meaning less staff will be required and transaction complete in a single process and without work mobbing between the 2 different services. Meaning significant savings could be made.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
This objective should improve performance and therefore there is unlikely to be any impact on service users or partners. There will be an impact on staff as the number needed for processing across both services will reduce although there remains the option to redeploy some of the resource saving elsewhere within the Services.
Outline risks associated with proposal and mitigating actions to be taken:
There is no evidence or examples of where this generic approach has been successfully implemented elsewhere so this transition within these particular service areas is new. There will be limited options for benchmarking or learning from elsewhere so we would need to ensure tight and careful planning and project management to maintain performance and secure the potential savings from this.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	7,634	(6,198)	1,436	
HRA				
DSG				
Health				
Cuts proposed*:	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Generic working for Revenues & Benefits			400	400
Total		0	400	400
% of Net Budget		%	34.8	34.8%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Y	N	N	N
If DSG, HRA, Health impact describe:				

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

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

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

8. Service equalities impact

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

Note: This proposal will have a positive impact on equalities for residents. The generic processing of these processes will mean that contact and transactions will be completed consistently and quickly meaning there will be less need for customers to make contact. Their council tax bills will be correct including any awards of council tax reduction and issued more quickly which will help the Council to collect more outstanding council tax and more quickly.

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

No

9. Human Resources impact

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

YES

Workforce profile:

Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2	106				
PO1 – PO5	11				
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
	87	30			
Ethnicity	BME	White	Other	Not Known	
	61	54		2	
Disability	Yes	No			
	4	113			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
	19			98	

10. Legal implications

State any specific legal implications relating to this proposal:

None

11. Summary timetable

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

Month	Activity
October 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
November 2020	Proposals submitted to Scrutiny committees leading to M&C

11. Summary timetable

September 2019	Scrutiny meetings held with consultations ongoing
October 2019	Proposals to M&C, including Equality & HR assessments
November to December 2019	Consultations undertaken and full decision reports (where required) prepared
January 2020	Decision reports return to Scrutiny at the latest
February 2020	Final decisions at M&C with the Budget
March 2022	Cuts implemented

DRAFT

1. Cuts proposal	
Proposal title:	Housing – Licensing and Housing Enforcement – New ways of working
Reference:	A-07
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Fenella Beckman
Service/Team area:	Licensing and Housing Enforcement
Cabinet portfolio:	Housing and Planning
Scrutiny Ctte(s):	Housing Select Committee

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
New ways of working	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Housing Services division has benefited from the introduction of two new IT systems – Assure in Licensing and Locator in Housing Needs and Procurement.
Cuts proposal*
<p>This proposal brings forward efficiency savings that have resulted from the introduction of the Assure system. The Assure system provides a self-service portal for landlords to submit and to track their applications which has reduced the workload on the coordinators. This has led to a reduction in staffing needs and the opportunity to reduce dependency on agency staff or staff on temporary contracts to support with additional administration duties. In addition, the Licensing and Housing Enforcement Service Manager role is currently vacant as the council has paused the implementation of the new licensing regime. This proposal offers a total £202,111 from vacant roles within the service.</p> <p>If additional staffing resources are needed to support an expanded licensing regime in the future, the cost of staff will come from income earned from licensing fees.</p> <p>Mitigating Actions for 21/22</p>

4. Impact and risks of proposal

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

Service users will be able to self-service their needs via a web portal

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

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5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	33,422	28,777	4,645	
HRA	?	?		
DSG	NA	NA		
Health	NA	NA		
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Licensing and Housing Enforcement	202			202
Total	202			202
% of Net Budget	4.4%	%	%	4.4%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

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

7. Ward impact

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

8. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A

Ethnicity:	NA	Pregnancy / Maternity:	NA
Gender:	NA	Marriage & Civil Partnerships:	NA
Age:	NA	Sexual orientation:	NA
Disability:	NA	Gender reassignment:	NA
Religion / Belief:	NA	Overall:	NA

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

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

9. Human Resources impact

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

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

No current legal implications – vacant posts being deleted and intro of new procedures.

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see s

1. Cuts proposal

Proposal title:	Reduction in printing and paper
Reference:	A-08
Directorate:	Productivity (Staffing) from New Ways of Working
Director of Service:	Pinaki Ghoshal
Service/Team area:	All
Cabinet portfolio:	
Scrutiny Ctte(s):	

2. Decision Route

Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Reduce printer estate and number of prints			
Reduce volume of paper purchased			
Reduce time spent travelling to print documents			

3. Description of service area and proposal

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

IT and Digital Services:

To reduce the number of printers in the estate to one printer per floor to allow for the fact that fewer people will be accommodated in offices and COVID has demonstrated that the organisation can survive with less printed material.

The council currently has around 150 printers deployed across the estate. Prior to Covid around 2m prints were being produced per quarter.

Public Services:

In 2020/21 it was agreed to consolidate budgets for purchasing printer paper into Public Services to allow for the centralised purchasing of paper to prevent services having to manage their own stock. This reduces the amount of stock that the council is having to hold as a whole at any point in time.

Cross Council:

3. Description of service area and proposal

There is a productivity saving as producing prints is manually intensive requiring people to walk to the printer to collect their prints.

Cuts proposal*

IT and Digital Services:

The current contract allows for a 20% reduction in printing which we estimate to be a £30000 opportunity. We are looking to further unburden ourselves through the redistribution of some of our capacity to Southwark who have not yet started their printer upgrade.

We could make this a more aggressive saving by removing all printer budgets and recharging services directly for their printing as a pressure.

Public Services:

Through the reduction in printing it should be possible to leverage the cost of paper supply down by an equivalent amount (20%), but it should also be possible to recharge services on annual basis for their paper consumption using the MI provided through the printer contract. Therefore budgets could move back to services but with purchasing still controlled centrally through Public Services.

There are also likely to be opportunities to reduce the amount of confidential waste produced, and to reduce the number of confidential waste bins on the floors to align with the reduced printer fleet.

Cross Council:

It is difficult to quantify the productivity saving, but based on each printer being used 20% of the day, that suggests at any point in time around 30 people are engaged in physically collecting their prints. A 20% reduction in printing would yield a 6 FTE productivity saving across the council. This element is noted in this saving, but will be accounted for in the broader cross council productivity saving

4. Impact and risks of proposal

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

While it is generally understood that reducing use of printers is a positive step in response the climate emergency, many people are still culturally “bought in” to printing. The reduction in capacity may initially be seen as an inconvenience to work, so encouraging more paperless ways of working will need to be promoted across the council.

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

The print contract is shared with Southwark and Brent and each council pays a share of usage based on the apportionment model (currently 25%). There is a risk our saving will be diluted if similar initiatives are not being followed in the other boroughs, although Lewisham does have a greater number of printers deployed than Brent currently despite having a smaller headcount.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000

5. Financial information				
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Print Contract (ITDS)	30			
Paper Supplies (PS)	4.5			
Productivity				
Total				
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact	
1. Good governance and operational effectiveness	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
2.	
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7. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific impact
	If impacting one or more wards specifically – which?

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

8. Service equalities impact

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

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:

11. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C

11. Summary timetable

November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance

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APPENDIX 3

Theme B: Joint Working and Partnerships - Cuts Proformas

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1. Cuts proposal	
Proposal title:	Changes to Children's Social Care services
Reference:	B-02, C-03, E-06, F-03, F-04, F-05
Directorate:	CYP
Director of Service:	Lucie Heyes
Service/Team area:	Children's Social Care
Cabinet portfolio:	Chris Barnham
Scrutiny Ctte(s):	Luke Sorba

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
1. Improve partner contributions to the placement costs for children in care	No	No	No
2. Increase in permanent staffing leading to a reduction in agency staffing costs	No	No	No
3. Claiming of increased UASC grant + reduction in accommodation costs for care leavers	Yes	No	No
4. Increase in the number of in-house foster carers and a reduction in use of independent foster carers	No	No	No
5. Reduction in SGO payments	No	No	No
6. VFM placements	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
A range of services and functions sitting within Children's Social Care and in particular the budget for providing placements for children and young people in care or who are care leavers. This budget is currently over-spending.
Cuts proposal*

3. Description of service area and proposal

It is firstly important to note that the budget for child placements is significantly overspending at present. All the savings listed below are in train already and are contributing to a reduction in the overspend in this financial year. The proposals will reduce the overspend, but given the scale of current spend here they are not anticipated to lead to additional cuts in the budget over the next 3 years. Managing the budget with little or no overspend however removes some future financial risks to the Council.

1. Partner contributions to children in care placements

It is estimated that this should generate a minimum of £1.2M savings over the next two years. Work is still underway to achieve this including an in-year reduction in expenditure and the level of savings may increase. Actions include ensuring that the education costs for care placements are fully attributed to the High Needs Block of the DSG. Ensuring that young people who are eligible for Housing benefit claim this and the cost of the accommodation is reduced in recognition of the contribution the benefit makes to this cost. Finally discussions are currently taking place with the CCG to develop a process for agreeing Health contributions to care placement costs where an element of the support provided is health care.

2. Staffing savings

As part of the CSC improvement programme a target of 90% permanent staffing has been set (20/21). In recent months there have been successful recruitment rounds and this target is felt to be achievable. An increase in permanent staff and therefore a reduction in agency social care staff is anticipated to lead to a saving of £430k.

3. Care leaver accommodation costs & UASC grants

A total saving of £300k for 2021/22 is anticipated based on ensuring that the UASC grant for care leaver costs is fully claimed for. In addition work has already started with Housing to develop accommodation pathways for both young people under the age of 18 who become homeless (Children's Services have a statutory requirement to accommodate young people in this situation) and also care leavers. It is difficult to quantify this saving at present but a figure assuming a 5% reduction in costs is currently assumed. Work is underway at present to develop improved housing pathways that should also be cheaper than the current arrangements. Once this work is completed the savings figure should increase, in particular for Year 2 after any investments in new accommodation and support have been made.

4. Increase in in-house foster care

The Council is dependent on a high number of foster carers who are employed by independent foster agencies. Such placements are significantly more expensive than in-house placements. There have been attempts previously to increase the number of in-house carers, but with equal numbers of foster carers being lost, we have not achieved a net gain. A more fundamental review of our current service offer will be taking place and work with our communications team, to upscale our advertising campaigns to recruit new carers is required. In year one this will require some investment that will off-set any savings achieved. An estimate of £250k savings in both Year 2 and Year 3 are currently assumed.

5. Reduction in SGO payments

Financial support for carers who look after a child through a Special Guardianship Order is currently being reviewed with an estimate of a saving of £60k.

3. Description of service area and proposal

6. Improvement in the value for money of commissioned placement costs

In the current financial year a range of actions are already under way to reduce the average unit cost for all children in care external placements (Independent Fostering and Residential placements). The placement service and processes are subject to a review, to create efficiencies. Over and above the reduction in costs this year a further reduction of £250k is assumed for next year. This figure should increase further once the full impact of current changes have been felt.

Mitigating Actions for 21/22

Actions currently underway have generated a significant reduction in expenditure. The actions listed above should continue with this direction of travel.

4. Impact and risks of proposal

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

The actions listed above should not have a negative impact on the quality of care and in many cases should lead to an improvement in the service offer. These proposals do not involve denial or downgrading of services to protect children and young people: quite apart from the Council's strong commitment to the safety and wellbeing of our most vulnerable children, the services concerned are governed by strict statutory requirements.

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

Some of the actions taken previously to manage demand, for example for high-cost placements, have not delivered the savings anticipated. The current proposals are being closely monitored by both the Executive Director for Children and Young People and the Executive Director for Finances and Resources, together with the two Cabinet Members. All of these savings have been achieved in other Local Authorities.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	56,103	-3,834	52,269	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Partner Contributions	600	600		1200
Staffing savings	215	215		430
Care leaver accommodation costs	200	100		300
Increase in in house foster carers		250	250	500
Special Guardianship	60			60
Value for money placements	250	250		500

5. Financial information				
Total	1325	1415	250	2990
% of Net Budget	2.9%	2.9%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	Yes	No	yes
If DSG, HRA, Health impact describe:		Re-alignment of some costs to the DSG HNB		Some recharge to the CCG for health related costs

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

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

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

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No					No
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:
None

11. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of t

1. Cuts proposal	
Proposal title:	Stop Smoking Service medications
Reference:	B-04
Directorate:	Community Services
Director of Service:	Catherine Mbema
Service/Team area:	Public Health
Cabinet portfolio:	Cllr Chris Best
Scrutiny Ctte(s):	Healthier Communities Select Committee

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
To stop recharging of Stop Smoking Medications delivered via primary care	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Lewisham's Stop Smoking Service is provided by Lewisham and Greenwich Trust (https://www.lewishamandgreenwich.nhs.uk/) and commissioned by Lewisham Public Health. It offers evidence based interventions: a combination of behavioural support and medication for up to 12 weeks, in line with NICE guidance, which states that all smokers who wish to stop smoking should be offered intensive support usually at an NHS Stop Smoking Service.
Cuts proposal*
The proposal is for South East London CCG (Lewisham Borough Based Board) to fund the stop smoking service medication costs associated with the service due to the system-wide benefits of smoking cessation.
Mitigating Actions for 21/22
Lewisham's Stop Smoking Service is provided by Lewisham and Greenwich Trust (https://www.lewishamandgreenwich.nhs.uk/) and commissioned by Lewisham Public Health. It offers evidence based interventions: a combination of behavioural support and medication for up to 12 weeks, in line with NICE guidance, which states that all smokers who wish to stop smoking should be offered intensive support usually at an NHS Stop Smoking Service.

3. Description of service area and proposal

The proposal is for South East London CCG (Lewisham Borough Based Board) to fund the stop smoking service medication costs associated with the service due to the system-wide benefits of smoking cessation.

4. Impact and risks of proposal

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

Impact on service users would be neutral however this would produce a cost pressure for South East London (SEL) CCG, so will need approval from the SEL CCG Governing Body.

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

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Stop Service Medication Costs	£221,494			
Total				
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

	Corporate priorities
2.	1. Open Lewisham
3.	2. Tackling the Housing Crisis
4.	3. Giving Children and young people the best start in life
5. Impact of SEL CCG (cost pressure)	4. Building an inclusive local economy
6.	5. Delivering and defending: health, social care & support
	6. Making Lewisham greener
	7. Building safer communities

6. Impact on Corporate priorities: list in order of DECREASING impact	
7.	8. Good governance and operational effectiveness
8.	

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

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

9. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					No
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:

Approval required from SEL CCG Governing Body.

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal

Proposal title:	Housing – Capitalise project costs to the Disabled Facilities Grant (DFG)
Reference:	B-05
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Fenella Beckman
Service/Team area:	Housing Improvements and Assistance Team
Cabinet portfolio:	Housing and Planning
Scrutiny Ctte(s):	Housing Select Committee

2. Decision Route

Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Capitalise DFG administration costs	Yes	No	No

3. Description of service area and proposal

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

The Housing Improvements and Assistance Team (Grants and Loans Team), assesses and provides grants and loans for home improvements. These include repairs for older and disabled people, moving costs, emergency home repairs and grants to bring empty properties into a rentable condition.

Cuts proposal*

Capitalise Programme costs

This proposal is to capitalise the cost of administering the Disabled Facilities Grant (DFG). This proposal will need to be agreed by the Better Care Fund Board which is meeting at the end of November.

It is proposed that we allocate the cost of administering the DFG to a DFG / Better Care Fund capital programme budget from financial year 21/22. We propose to capitalise £425k which would cover all eligible costs such as the Co-ordinators, the Health and Housing Officer, Surveyors and Occupational Therapists.

4. Impact and risks of proposal

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

N/A – to customers as this relates to staffing salaries rather than service provision. The impact to other Council services is that the costs of staff from Adults Social Care (£250k) and Housing (£175k) involved in facilitating the allocation of DFG will be charged to the grant.

4. Impact and risks of proposal

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

N/A

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	33,422	28,777	4,645	
HRA	?	?		
DSG	NA	NA		
Health	NA	NA		
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Capitalising DFG administration costs	425			425
Total				
% of Net Budget	9.1%	%	%	9.1%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

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

7. Ward impact

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

8. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A

Ethnicity:	NA	Pregnancy / Maternity:	NA
Gender:	NA	Marriage & Civil Partnerships:	NA
Age:	NA	Sexual orientation:	NA
Disability:	Low	Gender reassignment:	NA
Religion / Belief:	NA	Overall:	Low

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

Is a full service equalities impact assessment required: Yes / No	Yes
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9. Human Resources impact

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

No

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

At this time, it is the source of the staff funding budget that is being proposed to be changed, not a change to any contractual terms nor is it being proposed to change any service provision. If this is approved this will be dealt with through financial accounting processes.

11. Summary timetable

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

Month	Activity
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11. Summary timetable

September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

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1. Cuts proposal

Proposal title:	Main Grants Programme
Reference:	B-06
Directorate:	Communities, Partnerships and Leisure
Director of Service:	James Lee
Service/Team area:	Community Development
Cabinet portfolio:	Cllr Jonathan Slater
Scrutiny Ctte(s):	Safer and Stronger Communities

2. Decision Route

Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
£800,000	Yes	Not statutory, but Consultation with Vol/Community Sector required under the terms of the Compact	No

3. Description of service area and proposal

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

The main grants programme has a budget of £2,636,308 p.a. till March 2022, with additional funding from the Better Care Fund of £428,000 to fund social prescribing activity. The last grant programme began in August 2019 and is due to end in March 2022.

42 voluntary and community organisations are funded through the main grants programme under the following themes:

1. Strong and Cohesive Communities
2. Communities that Care
3. Access to Advice Services and
4. Widening Access to Arts and Sports

Funding ranges from grants of £1,000 to a large partnership grant of c£866,000 for advice services.

As a response to the pandemic, key grant funded voluntary sector partners were asked to develop a community response hub. The hub has successfully supported residents during the pandemic through a single point of contact, working in partnership and flexing services as needed as demand grew. As lockdown ended, the hub has transitioned to a new service model, learning from the good practice developed by the hub. Community Connections Lewisham now provides the single point of contact for residents to access a wide range of community and voluntary sector services, working in partnership with 25 organisations in the initial phase.

3. Description of service area and proposal

In line with these developments, we propose to review the main grants programme to respond to the needs of Lewisham residents, and develop a strategic voluntary sector offer that enables resource to follow demand.

The approach to arts and sports funding will be influenced by Lewisham's London Borough of Culture Programme for 2022 and the forthcoming Physical Activity Strategy respectively.

Cuts proposal*

The final structure of the main grants programme after the budget cut would be finalised following a public consultation, as committed to under the Compact.

However, it is anticipated that the priorities to be consulted on would include a single front door for residents, working with statutory services and building on the learning through COVID-19 and the success of the Community Response Hub.

This front door would work close with the social prescribing services delivered through primary care networks in order to reduce duplication/increase efficiencies in order to generate an element of the saving.

Further areas of direct delivery would be maintained as a grants with key areas of focus tied into the single front door. The key areas of focus will be identified through the demand mapping of the front door either via phone calls, web enquiries or direct service use. This is to ensure that all funding is targeted at areas of need rather than funding services due to historic patterns of provision e.g. an increase in digital support services is likely to be required in coming years.

It is proposed that work on equalities will continue and some resource is made available to match-fund a collaborative fundraising initiatives with voluntary sector partners. This will maximise capacity for leveraging funding in to the sector from external sources.

This proposal will result in a saving of £800,000 p.a. from April 2022.

4. Impact and risks of proposal

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

Any reduction in funding to the voluntary sector represents a risk as, without effective mitigation, the level of service to vulnerable groups will be reduced. The service providers via the voluntary sector underpin a range of preventative activity and reduction in this service may increase demand on statutory services.

It is likely that the intended service model may mean that very localised and smaller organisations find it hard to bid for Lewisham Council grants, unless they are able to respond to the specific service areas outlined in the programme, i.e. the grants programme will be less general and more focused on identified need than the previous programme.

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

4. Impact and risks of proposal

Proposals to develop a single, prevention-focused front door is being explored with ASC and health partners in the next three months. A sustainable service build on the experiences of the COVID Community Response Hub is being developed with voluntary sector partners working together, that can eventually align more closely with the proposed grants programme from 2022. It is intended that this coordinated effort can realise efficiencies that mitigate the impact of the cut.

A pilot for a collaborative funding model will also be trialled during the year to increase income into the sector from external sources. The collaborative fundraising pilot will trial identifying sectors with less capacity and support them to draw in funding from other sources

Additionally, we plan to bring funders together in a London Funders-type model for Lewisham, to explore the opportunity of pooling resources with other funders to increase the funding available to our voluntary and community sector. Through this approach will work with other funders to both increase the funding pot for local organisations but also to ensure that our grants programmes complement each other and cover all parts of the sector

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	2,949		2,636	
HRA				
DSG				
Health		313 (BCF)		
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Main Grants Programme	0	800		800
Total	0	800		800
% of Net Budget	%	30%	%	30%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	No	No	No
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

1. Delivering and defending: health, social care and support	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy
2. Giving Children and young people the best start in life	
3. Building Safer Communities	
4. Open Lewisham	

6. Impact on Corporate priorities: list in order of DECREASING impact	
5. Building an inclusive local economy	5. Delivering and defending: health, social care & support
6.	6. Making Lewisham greener
7.	7. Building safer communities
8.	8. Good governance and operational effectiveness

7. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	If impacting one or more wards specifically – which? Specific impact in some wards where local activity is currently funded, particularly wards with higher levels of deprivation.

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	L	Pregnancy / Maternity:	L
Gender:	L	Marriage & Civil Partnerships:	L
Age:	L	Sexual orientation:	L
Disability:	L	Gender reassignment:	L
Religion / Belief:	L	Overall:	L
For any High impact service equality areas please explain why and what mitigations are proposed:			
It is difficult to fully assess the impact of the cut on particular groups ahead of the consultation and design of the programme, and ultimately the grants application round, but it is anticipated that due to the mitigation set out above the overall, and specific, impact will be kept low.			
Is a full service equalities impact assessment required: Yes / No			Yes – the letting of the main grants programme includes a full EIA

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

9. Human Resources impact					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

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

11. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
October 2020	Proposals prepared
October – November 2020	Proposals submitted to Scrutiny committees leading to M&C
Jan - March 2021	Consultation undertaken with voluntary and statutory sector partners and grant funded organisations
May 2021	Proposals to M&C, including budget and initial EIA
June - Aug 2021	Launch of new grants programme and application round
September - October 2021	Grant applications assessed
December 2021	M&C approval of recommended bids and final EIA. Three months' notice to currently funded groups.
1 April 2022	New grants start/Cuts implemented

1. Cuts proposal	
Proposal title:	Council Events
Reference:	B-07
Directorate:	Community Services
Director of Service:	Liz Dart, Director of Culture, Libraries and Learning
Service/Team area:	Culture Team
Cabinet portfolio:	Deputy Mayor, Cllr Chris Best
Scrutiny Ctte(s):	Safer Stronger

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Cease Blackheath Fireworks	No	No	No
Efficiencies in civic events programme	No	No	No
Review events delivery after Borough of Culture	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The council currently delivers the annual Blackheath Fireworks display, the Biennial Lewisham Peoples Day and a programme of smaller Civic Events.
Cuts proposal*
<ol style="list-style-type: none"> 1) Cease the annual Blackheath Fireworks display with an annual saving of £35k 2) Seek efficiencies in the delivery of the Civic Events programme through working in partnership with other organisations and using the council budget as match funding for external funding applications – annual saving of £35k 3) In 2023, following Borough of Culture, review the delivery of remaining events programme and seek further efficiencies – annual saving of £30k from 2023/24

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Annual Blackheath Fireworks display that attracts 60-100,000 people will cease. This is one of London's last free annual displays providing a safe way for families to mark Guy Fawkes night. There would be no council supported alternative to this event. The council would still retain Lewisham People's Day in some form and a mixed civic events programme.
Outline risks associated with proposal and mitigating actions to be taken:

4. Impact and risks of proposal

The scale of the remaining events programme would be dependent on achieving income targets.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	339	143	196	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Blackheath Fireworks	35			35
Civic Events	35			35
Review Events post BoC			30	30
Total	70		30	100
% of Net Budget	%	%	%	51%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	yes			
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

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

7. Ward impact

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

8. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A

Ethnicity:	low	Pregnancy / Maternity:	
Gender:	low	Marriage & Civil Partnerships:	
Age:	low	Sexual orientation:	low
Disability:	low	Gender reassignment:	low
Religion / Belief:	low	Overall:	low

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

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

No

9. Human Resources impact

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

No

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

None

11. Summary timetable

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

Month	Activity
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11. Summary timetable

September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

DRAFT

1. Cuts proposal	
Proposal title:	No longer offer money management services for ASC clients lacking mental capacity to do so themselves
Reference:	B-08
Directorate:	Corporate Resources
Director of Service:	Ralph Wilkinson
Service/Team area:	Public Services / Revenues and Benefits
Cabinet portfolio:	Cllr De Ryk
Scrutiny Ctte(s):	TBC by Governance Services

2. Decision Route			
Cuts proposed:	Key Decision	Public Consultation	Staff Consultation
	Yes / No	Yes / No	Yes / No
Automation £0.16m	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Revenues Service administers and collects Council Tax, Business Rates, Housing Benefits overpayments, sundry debt and processes all financial transactions. The Benefits Service administers Housing Benefit, Council Tax Reduction, adult social care financial assessments and concessionary awards.
Cuts proposal*
The Benefits Service currently offers financial support and management to around 380 adult social-care clients who either lack mental capacity or are unable to manage their own financial affairs. Currently, we are only able to charge those clients that we have power of attorney for. If we were to stop providing this service, external providers would be able to offer this service for clients at a cost.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Although the Council currently offer these services, they are doing so at their own cost. Some clients – around 100 that we manage under power of attorney arrangements – are done so at a cost based on the value of assets/funding the client holds, but this amount does not cover the services offered. For those managed under appointeeship – around 280 - there is no funding available to the Council and the clients are not charged for our managing their finances.
Outline risks associated with proposal and mitigating actions to be taken:
There are risks associated with this. Requiring vulnerable clients to pay for external providers to provide this service may pose a risk of financial abuse. In the past, efforts have been made by external providers to maintain standards and maximise growth for clients but these may not always be successful. For those clients we currently have power of attorney for, they will be required to pay significantly more for financial support compared to what we currently charge. For those clients where we are appointees, the clients will be expected to pay for the first time and from very limited amounts of income (i.e. welfare benefits). The service will look at measures over the coming months to mitigate these risks.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	7,634	(6,198)	1,436	
HRA				
DSG				
Health				
Cuts proposed*:	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Cease money management activity for ASC clients		160	0	160
Total		160	0	100
% of Net Budget		26%		26%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Y	N	N	N
If DSG, HRA, Health impact describe:				

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

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

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

8. Service equalities impact

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

Note: This option will impact on around 380 of Lewisham's most vulnerable residents. To try and minimise the impact, a number of alternative options need to be considered that will maintain effective management of individual finances – some of which are significant – without the costs continuing to fall to the Council although it would be expected that the Council would have some responsibility in working with any providers to ensure the appropriate levels of assurance and probity apply.

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

No

9. Human Resources impact

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

Workforce profile:

Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	1				
Sc 6 – SO2	4				
PO1 – PO5	0.20				
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
	4.2	1			
Ethnicity	BME	White	Other	Not Known	
	3	2.2			
Disability	Yes	No			
	0	0			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
				5.2	

10. Legal implications

State any specific legal implications relating to this proposal:

None

11. Summary timetable

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

Month	Activity
October 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
November 2020	Proposals submitted to Scrutiny committees leading to M&C
December 2020	Scrutiny meetings held with consultations ongoing

11. Summary timetable

January 2021	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
March 2021	Cuts implemented

DRAFT

1. Cuts proposal

Proposal title:	Ending free travel provision through the discretionary freedom pass scheme
Reference:	B-09
Directorate:	Corporate Resources
Director of Service:	Ralph Wilkinson
Service/Team area:	Public Services / Revenues and Benefits
Cabinet portfolio:	Cllr De Ryk
Scrutiny Ctte(s):	TBC by Governance Services

2. Decision Route

Cuts proposed:	Key Decision	Public Consultation	Staff Consultation
	Yes / No	Yes / No	Yes / No
Automation £0.3m	No	No	No

3. Description of service area and proposal

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

The Revenues Service administers and collects Council Tax, Business Rates, HB overpayments, sundry debt and processes all financial transactions. The Benefits Service administers Housing Benefit, Council Tax Reduction, adult social care financial assessments and concessionary travel awards including freedom passes, blue badges and taxi-cards.

Cuts proposal*

Freedom passes are concessions providing free travel in England for disabled residents. There is a mandatory scheme whereby residents only receive the concession if they meet the required criteria but Lewisham offers a similar concession for those individuals with medical conditions but where those conditions are not sufficiently severe to meet the criteria to qualify for a mandatory award. This discretionary scheme allows them to travel within London.

4. Impact and risks of proposal

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

Currently, it is projected that 500 vulnerable residents will no longer be able to take advantage of free travel in London. However, other concessions are available for some of those clients who may lose out and which are not funded by Lewisham including the "60+ concession" for residents over the age of 60 and the elderly freedom pass (> 66 years of age). This change could be implemented in a few different ways to soften the impact including phasing the change in is no longer accepting new applications or not extending the concessions to clients on renewal (every 5 years); Stopping the concession from a fixed point in future is 1 April 2021 or phasing so that – for example – every client retains the concession for a further period of time.

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

The pass holders are vulnerable and benefit from free travel concessions by being able travel freely using their concession. Withdrawing these would be seen as a negative given their vulnerability and there is only very limited scope to mitigate against this.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	7,634	(6,198)	1,436	
HRA				
DSG				
Health				
Cuts proposed*:	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Cease the provision of free travel through discretionary freedom pass arrangements		300	0	300
Total		300	0	300
% of Net Budget		%	0	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y	N	N	N
If DSG, HRA, Health impact describe:				

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

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

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

8. Service equalities impact

Religion / Belief:	n/a	Overall:	n/a
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>Note: This proposal has a negative impact on equalities for residents. Withdrawal of the free travel concession will make it harder for vulnerable clients to travel – socially or otherwise – potentially creating more isolation of vulnerable residents. For some there are other concessions available that may reduce the numbers losing a travel concession. It is difficult to mitigate against any impact arising from residents losing the concession if the scheme is stopped but some of the potential actions would be to try and maximise benefit take-up so that the clients may be better able to afford to pay for their travel.</p>			
Is a full service equalities impact assessment required: Yes / No			No

9. Human Resources impact

Will this cuts proposal have an impact on employees: No					
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
	19			57	

10. Legal implications

State any specific legal implications relating to this proposal:
None

11. Summary timetable

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

11. Summary timetable

October 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
November 2020	Proposals submitted to Scrutiny committees leading to M&C
December 2020	Final details from pilot presented and final stop / go decision submitted
January 2021	
February 2021	
March 2021	Cuts implemented

DRAFT

1. Cuts proposal	
Proposal title:	Assemblies
Reference:	B-10
Directorate:	Communities, Partnerships and Leisure
Director of Service:	James Lee
Service/Team area:	Community Development
Cabinet portfolio:	Cllr Jonathan Slater
Scrutiny Ctte(s):	Safer Stronger Communities

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
2x posts for Assembly management, coordination and support (1xPO6 and 1x PO3) £118,574	Yes	Yes	Yes
Assembly meetings £59,700	Yes	Yes	No
Councillors Discretionary Funds £45,700	Yes	Yes	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed: Assemblies are part of Lewisham's Council's constitution and are currently the agreed key mechanism for consultation and engagement with communities. 4x meetings per ward are held every year and residents and community organisations are invited to attend. The meetings are coordinated and supported by the Community Development Team. A coordinating group is convened for each ward made up of the three ward councillors and representatives from the community. A ward newsletter (delivered to each resident) publicises the Assemblies. The Councillor's discretionary fund is approximately £2,500 per ward.
Cuts proposal* The Assembly programme is currently being reviewed in light of The Democracy Review, and the Seldom Heard Voices report, with a view to exploring different approaches to engaging with communities, consulting with them and ensuring better representation. It is anticipated that as a result of this review, engagement and consultation with communities at ward level can be undertaken in a more efficient and innovative way

3. Description of service area and proposal

by officers directly working with communities, engaging Councillors and community organisations as needed.

This work will become a core part of the Community Development Team's work. Therefore it is proposed that the management, coordination and support of assembly meetings will no longer be needed. However, moving forward the alternative and innovative ways recommended by the review of consulting with, engaging and co-producing with communities will need to be resourced.

It is difficult to give an accurate picture of the overall budget available for Assemblies based on the fact that the service is integrated into a wider grants and community development service – the overall salary budget of the team is £554,000. NB This budget is currently supplemented by £110,000 per annum of NCIL administration funds.

The proposal to deliver consultation and community engagement differently will enable a saving of 1xFTE salary at ward officer level and 1xFTE manager, equating to £118,574. The remaining staff resource will be deployed to work on a new model of engagement with communities as identified by the review.

Additional savings will include the fund for assembly meetings (venue, publicity, etc.) of £59,700. It is proposed that the Councillor's Discretionary Fund of £45,000 is also put forward as a saving.

It is proposed that the Councillor's Discretionary Fund is ended from April 2021 but the existing staffing structure would be required for a further year to complete the allocation process for the Neighbourhood Community Infrastructure Levy (NCIL).

The review of assemblies is currently being undertaken by Officers and will involve developing up to date ward profiles, looking at representation at the Assemblies, and feedback received from consultations in the last two years. As Assemblies are part of The Council's constitution, a proposal setting out a number of options on the future of Assemblies will be taken to Mayor and Cabinet in January 2021. Following a decision by Mayor and Cabinet, a process of consultation will begin with Councillors, ward coordinating groups and residents on the way forward and will be undertaken over a period of 9 months to ensure all stakeholders are aware of the change and can participate in how the Assembly function is delivered going forward.

If the option to cease Assemblies as they are currently delivered is agreed, this will be in place by April 2022.

4. Impact and risks of proposal

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

The Assembly meetings will not take place in the way that they have traditionally been held, and regular meetings of this kind at ward level may not continue.

Councillors will not have a discretionary fund over which they have direct control to support activities at ward level.

One F/T manager and 1 FTE officer post will be made redundant

4. Impact and risks of proposal

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

The Assemblies, while recognised as sometimes unrepresentative of the demographics of the ward, offer a structured process for consultation at ward level. The lack of such a structured process may create a gap in terms of agreeing needs and use of funds at ward level between the Council and residents. Councillors play a significant role in the coordination and running of Assemblies, enabling a clear mechanism for engagement with communities.

The lack of this larger-scale mechanism for engagement may mean that Councillors are not able to have engagement with their residents at such large or ward-level scale, i.e. they may need to have duplicate discussions with a range of communities/residents

A regular assembly/meetings function ensures continuation of discussion with residents and allows for progression of a range of issues that may be difficult to resolve in one-off meetings or events

Mitigation

The review of assemblies recognises the benefit that Assemblies bring and is looking to develop a model that retains the benefits of the assemblies function while improving the areas that need strengthening. This includes:

- More robust and ongoing online engagement
- the use of social media and WhatsApp groups to engage with people
- Engagement with community leaders who play a large part in their communities but are not affiliated to a formal group
- More innovative ways of gathering data, intelligence and feedback directly from a range of communities who would not otherwise engage with Assemblies

Additionally, we will be undertaking consultation with Councillors, community groups and residents as part of this process.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	659	0	659	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
NB – it is difficult to give an accurate picture of the overall budget available for Assemblies based on the fact that the service is integrated into a wider grants and community development service – the above is the total staffing budget for the entire service plus the Assembly coordination fund and the Cllrs discretionary fund.				
Salaries	0	119		119
Assembly meetings	0	59		59

5. Financial information				
Councillors Discretionary Funds	45	0		45
Total	45	178		223
% of Net Budget	7%	27%	%	34%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	No	No	No
If DSG, HRA, Health impact describe:				

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

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

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	L	Pregnancy / Maternity:	L
Gender:	L	Marriage & Civil Partnerships:	L
Age:	L	Sexual orientation:	L
Disability:	L	Gender reassignment:	L
Religion / Belief:	L	Overall:	L
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>Reviewing Assemblies and identifying a different mechanism for engagement with communities is likely to have a positive impact on equalities as under-representation of some groups is a key aspect driving the review. However, ensuring an improved mechanism for engagement is critical to mitigating an impact on equalities.</p>			

8. Service equalities impact

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

9. Human Resources impact

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

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

10. Legal implications

State any specific legal implications relating to this proposal:

The Assembly Programme is part of the Council's Constitution so this proposal, if accepted, would require that document to be amended.

11. Summary timetable

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

Month	Activity
December 2020	Review of Assemblies completed
January 2021	Proposals submitted to Scrutiny committees leading to M&C
March 2021	Proposals to M&C, including Equality & HR assessments. Cllr Discretionary fund cut taken.
April – September 2021	Process of consultation with Councillors and residents to re-design Assembly function
Sept-Nov 2021	Paper prepared with consultation findings for M&C
March 2021	Final decisions at M&C with the Budget
March 2022	Cuts implemented

11. Summary timetable

April 2022

New Process in place for consultation with residents and communities

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

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APPENDIX 4

Theme C: Service Reconfiguration - Cuts Proformas

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1. Cuts proposal	
Proposal title:	Redesign of Children's Joint Commissioning Service
Reference:	C-01
Directorate:	Children & Young People's Services
Director of Service:	Pinaki Ghoshal (Vacancy with substantive Director)
Service/Team area:	Joint Commissioning
Cabinet portfolio:	Chris Barnham
Scrutiny Ctte(s):	Luke Sorba

2. Decision Route			
Cuts proposed:	Key Decision*	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
	Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution		
Redesign of the Joint Commissioning service	No	No	Yes (staff consultation will be required)

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Redesign of the Joint Commissioning Service and merger with the Safeguarding & Quality Assurance service in order to improve service delivery overall and reduce duplication
Cuts proposal*
<p>There is currently a vacancy for a Director for Joint Commissioning & Early Help. The intention is to recruit to a Director post but to redesign services reporting to it. The key change will be to bring together the Joint Commissioning Service and the Safeguarding and Quality Assurance Service (currently sitting within Children's social care) to build a directorate wide service focussed on commissioning, performance and quality assurance. Through the redesign process there is an opportunity to remove some duplication at the management level, but also to build more capacity around engagement and quality assurance.</p> <p>Mitigating Actions for 21/22</p> <p>There are already a number of vacancies at present. As this is a significant re-design it will require a formal consultation with staff. Prior to the consultation phase there will be engagement with the managers and teams of the current services and their views will inform the final redesign proposal</p>

4. Impact and risks of proposal

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

There should not be a negative impact on service users. The intention is to improve the service offer through improved engagement with young people and their families, together with an improved quality assurance function.

At present it is not possible to identify if any staff would be at risk of redundancy as the proposals have not yet been developed. This is however a risk.

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

Engagement and consultation with the staff impacted by any proposed changes

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	5499			
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Redesign of the Joint Commissioning Service and the Safeguarding & Quality Assurance service	140			140
Total	140			140
% of Net Budget	2.5%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	No	No	Yes
If DSG, HRA, Health impact describe:				The team is also responsible for some CCG contracts

6. Impact on Corporate priorities: list in order of DECREASING impact

1. Open Lewisham	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy
3. Giving CYP the best start in life	
8. Good governance and operational effectiveness	
4.	

6. Impact on Corporate priorities: list in order of DECREASING impact	
5.	5. Delivering and defending: health, social care & support
6.	6. Making Lewisham greener
7.	7. Building safer communities
8.	8. Good governance and operational effectiveness

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

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

9. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2	5	5			
Scale 3 – 5	21	10.6		2	
Sc 6 – SO2	22	19.1		1	
PO1 – PO5	88	82.6		13	
PO6 – PO8	32	29.1		13	
SMG 1 – 3	12 /	11.11			
JNC	1	1			
Total	196	169.7		29	
Gender	Female	Male			
	163	33			
Ethnicity	BME	White	Other	Not Known	
	80	92	1	23	
Disability	Yes	No			
	12	73			

9. Human Resources impact

Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
	115	5	1	10	

10. Legal implications

State any specific legal implications relating to this proposal:

None

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

1. Cuts proposal	
Proposal title:	Day Service and Supported Learning integration
Reference:	C-02
Directorate:	Community Services
Director of Service:	Joan Hutton
Service/Team area:	Adult Social Care
Cabinet portfolio:	Deputy Mayor, Cllr Chris Best
Scrutiny Ctte(s):	Healthier Communities

2. Decision Route			
Cuts proposed:	Key Decision*	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
	Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution		
Integration of Day Services and Supported Learning	Yes if leads to building closure?	Yes?	Yes informal

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Council delivers a wide range of adult learning courses through Adult Learning Lewisham. This includes a significant number of supported learners. The Council also commissions and directly provides day service places.
Cuts proposal*
Move to an integrated model with services for adults with learning disabilities that would incorporate learning opportunities, promote independence, offer pathways to supported employment and provide a respite for carers.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The new provision would need to be designed in collaboration with service users and their carers to ensure that it meets their ongoing needs and aspirations. We believe this will offer better outcomes than some of the traditional day services and help move some people towards employment and volunteering as well as other elements of independent living. Closer working between the service areas should provide positive opportunities however, it is recognised that this group of service users may not respond well to change. This should also be seen alongside the NCIL priority of supporting employment opportunities for people with disabilities.
Outline risks associated with proposal and mitigating actions to be taken:
Service users can choose how to spend their personal budgets so any new provision would need to carefully match their needs and aspirations.

4. Impact and risks of proposal

Supported learning would need to continue to meet the requirements of the Adult Skills Budget funding from the GLA.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,148	4,077	71	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Integration of Day services and supported learning	50k	100k		150k
Total	50k	100k		150k
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	yes			
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

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

7. Ward impact

Geographical impact by ward:	No specific impact / Specific impact in one or more
	Borough wide
	If impacting one or more wards specifically – which?
	Residents from across the borough

8. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:	High	Gender reassignment:	
Religion / Belief:		Overall:	

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

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

9. Human Resources impact

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

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

11. Summary timetable

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

Month	Activity
-------	----------

11. Summary timetable

September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

DRAFT

1. Cuts proposal	
Proposal title:	Changes to Children's Social Care services
Reference:	B-02, C-03, E-06, F-03, F-04, F-05
Directorate:	CYP
Director of Service:	Lucie Heyes
Service/Team area:	Children's Social Care
Cabinet portfolio:	Chris Barnham
Scrutiny Ctte(s):	Luke Sorba

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
1. Improve partner contributions to the placement costs for children in care	No	No	No
2. Increase in permanent staffing leading to a reduction in agency staffing costs	No	No	No
3. Claiming of increased UASC grant + reduction in accommodation costs for care leavers	Yes	No	No
4. Increase in the number of in-house foster carers and a reduction in use of independent foster carers	No	No	No
5. Reduction in SGO payments	No	No	No
6. VFM placements	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
A range of services and functions sitting within Children's Social Care and in particular the budget for providing placements for children and young people in care or who are care leavers. This budget is currently over-spending.
Cuts proposal*

3. Description of service area and proposal

It is firstly important to note that the budget for child placements is significantly overspending at present. All the savings listed below are in train already and are contributing to a reduction in the overspend in this financial year. The proposals will reduce the overspend, but given the scale of current spend here they are not anticipated to lead to additional cuts in the budget over the next 3 years. Managing the budget with little or no overspend however removes some future financial risks to the Council.

1. Partner contributions to children in care placements

It is estimated that this should generate a minimum of £1.2M savings over the next two years. Work is still underway to achieve this including an in-year reduction in expenditure and the level of savings may increase. Actions include ensuring that the education costs for care placements are fully attributed to the High Needs Block of the DSG. Ensuring that young people who are eligible for Housing benefit claim this and the cost of the accommodation is reduced in recognition of the contribution the benefit makes to this cost. Finally discussions are currently taking place with the CCG to develop a process for agreeing Health contributions to care placement costs where an element of the support provided is health care.

2. Staffing savings

As part of the CSC improvement programme a target of 90% permanent staffing has been set (20/21). In recent months there have been successful recruitment rounds and this target is felt to be achievable. An increase in permanent staff and therefore a reduction in agency social care staff is anticipated to lead to a saving of £430k.

3. Care leaver accommodation costs & UASC grants

A total saving of £300k for 2021/22 is anticipated based on ensuring that the UASC grant for care leaver costs is fully claimed for. In addition work has already started with Housing to develop accommodation pathways for both young people under the age of 18 who become homeless (Children's Services have a statutory requirement to accommodate young people in this situation) and also care leavers. It is difficult to quantify this saving at present but a figure assuming a 5% reduction in costs is currently assumed. Work is underway at present to develop improved housing pathways that should also be cheaper than the current arrangements. Once this work is completed the savings figure should increase, in particular for Year 2 after any investments in new accommodation and support have been made.

4. Increase in in-house foster care

The Council is dependent on a high number of foster carers who are employed by independent foster agencies. Such placements are significantly more expensive than in-house placements. There have been attempts previously to increase the number of in-house carers, but with equal numbers of foster carers being lost, we have not achieved a net gain. A more fundamental review of our current service offer will be taking place and work with our communications team, to upscale our advertising campaigns to recruit new carers is required. In year one this will require some investment that will off-set any savings achieved. An estimate of £250k savings in both Year 2 and Year 3 are currently assumed.

5. Reduction in SGO payments

Financial support for carers who look after a child through a Special Guardianship Order is currently being reviewed with an estimate of a saving of £60k.

3. Description of service area and proposal

6. Improvement in the value for money of commissioned placement costs

In the current financial year a range of actions are already under way to reduce the average unit cost for all children in care external placements (Independent Fostering and Residential placements). The placement service and processes are subject to a review, to create efficiencies. Over and above the reduction in costs this year a further reduction of £250k is assumed for next year. This figure should increase further once the full impact of current changes have been felt.

Mitigating Actions for 21/22

Actions currently underway have generated a significant reduction in expenditure. The actions listed above should continue with this direction of travel.

4. Impact and risks of proposal

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

The actions listed above should not have a negative impact on the quality of care and in many cases should lead to an improvement in the service offer. These proposals do not involve denial or downgrading of services to protect children and young people: quite apart from the Council's strong commitment to the safety and wellbeing of our most vulnerable children, the services concerned are governed by strict statutory requirements.

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

Some of the actions taken previously to manage demand, for example for high-cost placements, have not delivered the savings anticipated. The current proposals are being closely monitored by both the Executive Director for Children and Young People and the Executive Director for Finances and Resources, together with the two Cabinet Members. All of these savings have been achieved in other Local Authorities.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	56,103	-3,834	52,269	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Partner Contributions	600	600		1200
Staffing savings	215	215		430
Care leaver accommodation costs	200	100		300
Increase in in house foster carers		250	250	500
Special Guardianship	60			60

5. Financial information				
Value for money placements	250	250		500
Total	1325	1415	250	2990
% of Net Budget	2.9%	2.9%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	Yes	No	yes
If DSG, HRA, Health impact describe:		Re-alignment of some costs to the DSG HNB		Some recharge to the CCG for health related costs

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

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

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

8. Service equalities impact

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

9. Human Resources impact

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

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

None

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget

11. Summary timetable

March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

DRAFT

1. Cuts proposal	
Proposal title:	Housing – Service Reconfiguration in Housing Needs
Reference:	C-05
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Fenella Beckman
Service/Team area:	Housing Needs
Cabinet portfolio:	Housing and Planning
Scrutiny Ctte(s):	Housing Select Committee

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Service reconfiguration	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>A review of the housing needs and procurement services has been taking place following the move from a through the door service to a remote service. The review is due to be implemented in two phases. The first phase is to test the new structure which essentially brings together the two teams and curves them into 4 groupings that reflect the typical customer journey. This phase would see officers reporting lines change but not much more than this because we are currently anticipating an increase in demand for the service as the eviction ban has ended and furlough due to end soon. Savings would come from releasing vacant posts and not renewing some agency contracts. The second phase of this restructure takes place in financial year 2021/22 and this would then be when we will be looking for efficiencies from the new ways of working and the new IT systems.</p>
Cuts proposal*
<p>The savings from service reconfiguration realisation is being worked out and is likely to be realised in 22/23 and 23/24. We have however made in year savings for 20/21 and propose to extend these into 21/22. Potential savings totalling £126,793 have been identified from vacancies within the service.</p> <p>Mitigating Actions for 21/22</p> <p>N/A</p>

4. Impact and risks of proposal

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

There is no impact to service users as these roles have been vacant for the last year

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

N/A

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	33,422	28,777	4,645	
HRA	?	?		
DSG	NA	NA		
Health	NA	NA		
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Service reconfiguration – initial savings	127			127
Total	127			127
% of Net Budget	2.7%	%	%	2.7%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

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

7. Ward impact

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

8. Service equalities impact

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

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No					No
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:
No Implications at present as this is a realignment.

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Review of Short Breaks delivery
Reference:	C-07
Directorate:	CYP
Director of Service:	Angela Scattergood
Service/Team area:	SEND- Short Breaks
Cabinet portfolio:	Cllr Barnham
Scrutiny Ctte(s):	CYP Select

2. Decision Route			
Cuts proposed:	Key Decision*	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
	Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution		
Short Breaks	No	No	No

3. Description of service area and proposal
<p>Description of the service area (functions and activities) being reviewed:</p> <p>The term 'short breaks' is used to describe services delivered to give respite activities and support for disabled children and young people receive and/or time off to their family and carers. These breaks come in different forms. Some families' access short breaks at centres and through commissioned service providers, others are part of schemes involving placements with families. Some receive direct payments to buy their own support.</p> <p>The Council funds a range of short break support through a range of contracts with providers, including local special schools. Many of these arrangements have been in place for a number of years and a review is needed to ensure that those children with the greatest level of need are able to access appropriate short break and for their families respite support and also that the contracts deliver value for money. A review of the contracts will take place. In addition the balance of direct Council spend on short break provision will also be considered in relation to the spend directed to families through Direct Payments. Many families prefer to receive a direct payment so that they can choose the most appropriate provision for their children rather than this being determined by the Council. Nationally there had been a move towards increasing the level of personal budgets/direct payments for families, but any changes here will need to be discussed with families locally. Currently the Council spends in excess of £2M on short breaks so the savings identified are modest and should not have a negative impact on families.</p> <p>Finally the directorate will review the internal mechanisms it uses to determine the level of need that a family has. At present a significant amount of this is done by qualified social workers, but it is hoped that more of the process can be managed by</p>

3. Description of service area and proposal

other staff so that social work time is freed up to provide more direct support for families and children.

Cuts proposal*

- Review of targeted and specialist criteria and offer for short breaks.
- Unit costing exercise to assess VFM and impact of services.
- Review of contacts and commissioned services within the offer
- Consider distribution of assessment and monitoring roles across CWCN social work teams- identify activity which could be moved from social workers to family support workers

Mitigating Actions for 21/22

Cost reduction measures will be prioritised

4. Impact and risks of proposal

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

Cost reduction measures with least impact on direct service delivery will be prioritised

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

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	£2M			
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
	65	50	50	165
Total				
% of Net Budget	2.5%	2.5%	2.5%	7%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes			
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

1. Giving Children and young people the best start in life

2. Building an inclusive local economy

Corporate priorities

1. Open Lewisham
2. Tackling the Housing Crisis

6. Impact on Corporate priorities: list in order of DECREASING impact	
3. Delivering and defending: health, social care & support	3. Giving Children and young people the best start in life
4. Good governance and operational effectiveness	4. Building an inclusive local economy
5.	5. Delivering and defending: health, social care & support
6.	6. Making Lewisham greener
7.	7. Building safer communities
8.	8. Good governance and operational effectiveness

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

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

9. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					None
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					

9. Human Resources impact

Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:

None at present

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal

Proposal title:	Mobile Telephony
Reference:	C-08
Directorate:	Corporate Resources
Director of Service:	Kathy Freeman
Service/Team area:	IT
Cabinet portfolio:	Cllr Bonavia
Scrutiny Ctte(s):	

2. Decision Route

Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Reduce number of SIM Cards in the estate			
Reduce number of mobile devices and switch to Android			
Move to Intune mobile device management			

3. Description of service area and proposal

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

The council currently has 1628 mobile phones and 1032 iPads in circulation. These are managed through the shared ICT service and the data charges are pooled across the 3 shared service partners of which Lewisham pays 25%. Calls are outside this apportionment and charged directly to Lewisham.

The original 20/21 budget allowed for £163k of charges associated with mobile telephony costs, based on last year's usage.

Around half of the council's mobile phone fleet has reached its end of life and no longer receives security updates.

The council has elected to use i-phones which carry a market premium over android phones. As well as pure cost implications, Android is increasingly becoming the platform of choice for corporate applications.

The council uses Mobile Iron security software which carries a subscription cost, however the council also has access to Microsoft Intune through our standard licensing agreements which provides similar functionality with no additional cost.

3. Description of service area and proposal

Cuts proposal*

Rather than replacing these, as part of our in year 2021 savings it was agreed that these could be retired and the remaining phones be retrieved and redistributed to those whose jobs have a specific need for them to make calls whilst on the move, and/or to receive life and limb calls.

Where phones do need to be replaced this will be a direct charge to the service. There is currently no budget provision for the replacement of mobile phones.

All fully managed laptops come with the capability to make calls via 8*8, and therefore it is proposed this becomes the main method of telephony for those working outside the office.

Furthermore it is proposed to retire the council's fleet of iPads once the roll-out of laptops is completed and reduce the allocation of SIM cards within the estate to one per person. The expectation is where an individual is issued with both a mobile phone and a laptop, that they use the hotspot facility on their phone if they need to connect their laptop via 4g.

IT and Digital Services:

It is proposed to lock in the 20/21 in-year saving of £50k into 21/22. This was already an ambitious target as it represents around a third of the council's mobile spend.

Going forward an additional saving will be possible through a migration from Mobile Iron to Intune, but this will require some investment and it would not be expected to yield benefit before 2023/24.

Cross Council:

The provision of laptops equipped with a telephony function should significantly reduce the need for services to require mobile phones. We should be looking to reduce the overall numbers in the fleet in by at least 25% which equates to around 400 handsets

Based on a cost of £200 per handset his results in a cost avoidance of £80k.

Migrating to android should yield a saving of at least £25 per handset over the remaining handsets which equates to a total cost avoidance of £30k over the fleet lifecycle. Assuming a 3 year life expectancy, this yields an additional cost avoidance of £10k per annum, although the first year saving is likely to be negated by set up costs

Note – because of the lack of existing budget this is not true savings but rather cost avoidance.

4. Impact and risks of proposal

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

4. Impact and risks of proposal

The main impact will be a change the way that a large number of council staff communicate, as they use their laptop soft phones more, and get used to using mobile hotspots.

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

There is a degree of risk around the SIM card reduction cost due to the way the data charges are pooled and apportioned. It is expected that due to organisational growth over the last few years, Lewisham's share of the apportionment will rise, and this could completely negate the saving.

The reduction in devices and sim cards may initially be seen by users as an inconvenience to the way they work. Careful messaging as to how alternatives can provide the support required and senior corporate buy-in are essential (the 20/21 in year saving has been taken to EMT)

The redistribution will potentially be labour intensive – it may be necessary to fund a small project team to co-ordinate activities

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
SIM card reduction (ITDS)	50			50
Device reduction (Cross Council avoidance)	30			30
Android migration (Cross Council avoidance)		10	10	20
Intune migration (ITDS)			?	
Total				
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

1. Good governance and operational effectiveness	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life
2.	
3.	

6. Impact on Corporate priorities: list in order of DECREASING impact	
4.	4. Building an inclusive local economy
5.	5. Delivering and defending: health, social care & support
6.	6. Making Lewisham greener
7.	7. Building safer communities
8.	8. Good governance and operational effectiveness

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

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

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

9. Human Resources impact					
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

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

11. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

APPENDIX 5

Theme D: Assets Rationalisation - Cuts Proformas

DRAFT

1. Cuts proposal	
Proposal title:	Generating greater value from Lewisham's asset base
Reference:	D-01
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Paul Moore - Director of Regeneration and Social Inclusion (Interim)
Service/Team area:	
Cabinet portfolio:	Councillor Paul Bell
Scrutiny Ctte(s):	

2. Decision Route			
Cuts proposed:	Key Decision*	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
	Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution		
Will vary depending on sites/proposals selected	YES	YES – Statutory on sites/Planning	Possibly

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The proposal is to secure a further commercial income/rental stream through the development of around 250/300 housing units for market rent. The key elements of this proposal would include:-</p> <ul style="list-style-type: none"> - The identification of land/sites from the Council's existing service/operational and commercial estate that can facilitate this development – either on a single site or as a package of sites. - The formation of a development delivery pathway/package which provides certain and secure delivery capacity – potentially utilising an existing Partner.
Cuts proposal*
<p>This does not require a service cut – It provides a viable route to securing a sustainable income stream. The development projects should also provide a route to securing further social value:</p> <ul style="list-style-type: none"> • Training and jobs during the construction cycle • Affordable Housing supply – housing at discounted/London Living rent • Potential to configure other community uses/provision within schemes <p>Mitigating Actions for 21/22</p> <ul style="list-style-type: none"> • Developing a consolidated 'short-list' of sites for active review/re-purposing.

3. Description of service area and proposal

- Commencing development appraisals.
- Decision on development pathway/partner on-boarding.

At the heart of the proposal is the intent to achieve the accelerated transition of a package of under-utilised council assets to a development programme that provides 250/300 rented homes, generating a net income return of in the region of £500k pa to the Council.

4. Impact and risks of proposal

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

Should be minimal – but site dependent.

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

This will require an accelerated programme of decision making and partner on-boarding.

Inevitably there will be risks associated with the planning cycle.

Market considerations – associated with rental values and financing costs and development costs.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Release of Assets for Housing Development			500	500
Total			500	
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	100			
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

1. Any sites/development proposals would need to be progressed through the normal planning route

Corporate priorities

1. Open Lewisham
2. Tackling the Housing Crisis

6. Impact on Corporate priorities: list in order of DECREASING impact	
2. Generates general needs housing supply and affordable housing supply	3. Giving Children and young people the best start in life
3.	4. Building an inclusive local economy
4. Generates social and economic value from the development cycle – jobs and skills	5. Delivering and defending: health, social care & support
5.	6. Making Lewisham greener
6.	7. Building safer communities
7.	8. Good governance and operational effectiveness
8.	

7. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	This will depend on site selection
	If impacting one or more wards specifically – which?

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

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

9. Human Resources impact					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications
State any specific legal implications relating to this proposal:
<p>The Council already has a delivery Partner procured (Grainger) who could form part of the delivery system for this proposal. Otherwise, there are no specific legal implications at this stage and these will need to be considered as proposals are brought forward.</p>

11. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Generating greater value from Lewisham's asset base – Miscellaneous Items
Reference:	D-02, D-05, D-07, D-08
Directorate:	HR&PR
Director of Service:	Paul Moore, Director of Regeneration and Inclusive Growth (Interim)
Service/Team area:	Property and Estates
Cabinet portfolio:	Cllr Paul Bell
Scrutiny Ctte(s):	

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Will vary depending on sites/proposals selected	YES	YES – Statutory on sites/Planning	Possibly

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>These proposals seek to set out a number of additional Miscellaneous Asset-based savings that have been presented or secured as part of the review of the Corporate and Service Estate over the Summer/Autumn 2020. The key proposals are:-</p> <ul style="list-style-type: none"> - Corporate Estate Business Rate Revaluation - Income Generation - Meanwhile Use (TA support and reduction in use of Guardian service) - Savings on mothballed assets
Cuts proposal*
<ul style="list-style-type: none"> • Corporate Estate Business Rate Revaluation – this element proposes an application for a business rates reassessment of assets within the operational corporate estate. The Council's operational portfolio has undergone changes and reconfiguration over the years but an assessment of the business rates has not been carried to reflect the current nature of the stock. For example, Wearside Service centre was recently reassessed following a reconfiguration of the site and is likely to provide a rates savings of approximately £40k. It is therefore assumed that carrying out a similar

3. Description of service area and proposal

exercise across the entire operational asset base of approximately 80 sites is likely to generate some further savings. A profile of the likely savings over the next 3 years is provided below. This is estimated at **£100k** over the period.

- Income Generation – This proposes the exploration of the potential use of a number of the Council's assets for income generation purposes through hire for example as film sets/locations – initially **£25k** pa – with review based on uptake.
- Meanwhile Use (TA support) – As part of the ongoing asset review, a number of assets have been identified for repurposing or potential redevelopment in the long term. However, in the short-term it is felt that these sites could provide vital support for the Council's housing need by providing much needed accommodation for temporary housing. The specific sites currently identified for such purpose are:
 - 14 Wildgoose Drive – New Cross
 - 10 Wisteria Road – Lewisham
 - 47 Slaithwaith Road (House on the Hill) – Lewisham

A number of other assets are currently being operated by a guardianship service as a short-term use. A high level assessment of the above units and those currently being used by guardians suggests that together they could provide approximately 25 units of temporary accommodation of one form or another at £3k per unit per year. This is likely to generate savings in the region of **£75k** per year over the next 3 years.

- Operational Estate Running Cost Savings – The ongoing asset review and overall Council transformation and service redesign is expected to lead to a wider rationalisation of the Council's operational asset base leading to a reduction in the running cost of the estate. In the short-term some of this reduction could be as a result of immediate mothballing of sites while consideration is given to longer term repurposing or redevelopment. As the review progresses, it is expected that a number of other sites could be released in a similar way generating further savings on the cost of running the operational estate. The potential saving is estimated at **£50k** over the next 3 years.

4. Impact and risks of proposal

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

Should be minimal – but site dependent.

Any housing uses should only be short-term.

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

Planning requirements for any short term change of use in particular for the sites proposed to be used for temporary accommodation.

4. Impact and risks of proposal

Short term Tenancy requirements – to ensure that, whilst they enable essential short term alternative use, they do not frustrate subsequent alternative use/re-purposing of the site.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Business Rates	40	40	20	100
Filming Income	0	25	0	25
Corporate Estate Meanwhile Use (Temporary Housing - TA/Guardians)	25	25	25	75
Corporate Estate - Mothball	0	50	0	50
Total	65	140	45	250
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	100	No	No	No
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

1. Any sites/development proposals may need to be progressed through the normal planning route	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
2. supports short term housing supply and affordable housing supply	
3.	
4.	
5.	
6.	
7.	
8.	

7. Ward impact

Geographical impact by ward:	No specific impact / Specific impact in one or more
	This will depend on site selection
	If impacting one or more wards specifically – which?

8. Service equalities impact

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

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No						
Workforce profile:						
Posts	Headcount in post	FTE in post	Establishment posts	Vacant		
				Agency / Interim cover	Not covered	
Scale 1 – 2						
Scale 3 – 5						
Sc 6 – SO2						
PO1 – PO5						
PO6 – PO8						
SMG 1 – 3						
JNC						
Total						
Gender	Female	Male				
Ethnicity	BME	White	Other	Not Known		
Disability	Yes	No				
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed		

10. Legal implications

State any specific legal implications relating to this proposal:
The Council's functions in respect of homelessness are contained in Part 7 of the Housing Act 1996. A tenancy granted to a homeless household as part of any function

10. Legal implications

under Part 7 of the Housing Act 1996 will not be secure, unless the local authority has notified the tenant that it is to be regarded as a secure tenancy. This enables the Council to grant short term non secure tenancies of TA for people where the Council is exercising its functions under Part 7.

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal

Proposal title:	Facilities management general cost reduction
Reference:	D-03
Directorate:	Corporate Resources
Director of Service:	Ralph Wilkinson
Service/Team area:	Facilities Management
Cabinet portfolio:	Cllr De Ryk
Scrutiny Ctte(s):	

2. Decision Route

Cuts proposed:	Key Decision*	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
	Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution		
General cost reduction	No	No	No

3. Description of service area and proposal

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

Facilities Management is responsible for maintenance, security and cleaning of the corporate estate.

Cuts proposal*

Since the impact of Covid 19 the Council has used less of its operational estate. Work is in progress to maintain some of the Covid working arrangements permanently which should lead to savings in maintenance, cleaning and security. It is estimated a saving can be made based on these changes of £50k as there will be less estate to clean, maintain and keep secure.

The Cleaning and Security services are both contracted out but due to come in house in 2021. The identified saving is small compared to the size of the contracts so more likely to be achieved through reduced overtime/hours than a job loss. However, it is possible it could result in one or two job cuts for the contractor with a possible small risk of redundancy which could slightly reduce the year 1 saving.

4. Impact and risks of proposal

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

There should be no impact on the level of service provided for those buildings that remain in use. This is a reduction in the amount of cleaning / security provided rather than the quality.

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

4. Impact and risks of proposal

The Council returns to the full use of all its operational assets post Covid. A work programme is being developed to ensure the Council permanently adopts many of the new working arrangements that have been put in place recently.

The saving is not made because of the additional measures needed to ensure Covid secure working environments. The service will endeavour to keep any additional Covid costs to a minimum and further reduce the use of the operational estate to deliver the savings.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,119			
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
FM cost reduction	50			50
Total	50			50
% of Net Budget	1.6%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes- A decrease in expenditure of £50k.			
If DSG, HRA, Health impact describe:		No	No	No

6. Impact on Corporate priorities: list in order of DECREASING impact

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

7. Ward impact

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

8. Service equalities impact

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

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No					No – see comments in section 3.
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
		X			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

9. Human Resources impact

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10. Legal implications

State any specific legal implications relating to this proposal:

NA

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Revision of security services
Reference:	D-04
Directorate:	Corporate Resources
Director of Service:	Ralph Wilkinson
Service/Team area:	Facilities Management
Cabinet portfolio:	Cllr De Ryk
Scrutiny Ctte(s):	

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Revision of security service	No	No	Potentially yes- in relation to revised security at Holbeach car park

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Service Area: Facilities Management Function: Responsible for maintenance, security and cleaning of the corporate estate
Cuts proposal*
To remove the security guard patrol from the Holbeach car park (cost c. £76k pa). To remove the Civic Suite guard at night and weekends (cost c. £24k pa). Both of these services are delivered by the Council's security contractor CIS.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
This saving could lead to an increased level of crime in the car park.
Outline risks associated with proposal and mitigating actions to be taken:

4. Impact and risks of proposal

There is a risk that the removal of the security patrol from Holbeach car park could lead to more crime in the car park. However, CCTV has recently been installed in the car park along with help points which should reduce this risk.

As this is a reduction in work for the security contractor CIS, it could result in two members of staff being redeployed or made redundant. The Council could be liable for the redundancy costs but these are not considered large and would have a minimal impact on the year 1 saving.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	£533 (E44558)			
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Contract cost reduction	£100			100
Total	£100			100
% of Net Budget	19%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes- a decrease in expenditure of £100k			
If DSG, HRA, Health impact describe:		No	No	No

6. Impact on Corporate priorities: list in order of DECREASING impact

1.	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities
2.	
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7. A potential perception of a less safe car park, mitigated by the installation of CCTV.	

6. Impact on Corporate priorities: list in order of DECREASING impact

8.	8. Good governance and operational effectiveness
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7. Ward impact

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

8. Service equalities impact

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

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No					No
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			

9. Human Resources impact

Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:

NA

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
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November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal

Proposal title:	Catford Campus - Estate Consolidation
Reference:	D-06
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Paul Moore – Director of Regeneration and Inclusive Growth (Interim)
Service/Team area:	Capital Programme Delivery
Cabinet portfolio:	Cllr Paul Bell
Scrutiny Ctte(s):	

2. Decision Route

Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Laurence House 5 th floor – Lewisham Homes let	No	No	Informal
Former Town Hall - public sector hub	No	No	No
Civic suite closure	No	No	Informal
Holbeach office closure	No	No	Informal
Former Town Hall Chambers – closure/mothballing	No	No	Informal

3. Description of service area and proposal

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

The Catford office estate is made up of six buildings - Laurence House, Civic Suite, Old Town Hall, Holbeach, Town Hall Chambers and Eros House. As part of a wider Asset Review, officers have been reviewing possibilities for office consolidation in order to realise savings or generate income. This builds on work already undertaken over previous years to rationalise the estate. Laurence House is the Council's core office building - pre-Covid it was the office base for around 1700 staff plus the CCG. The intention is for Laurence House to remain the Council's HQ.

Until 2013 The Old Town Hall housed part of the Council's workforce. It is currently occupied by Lewisham Homes (4 floors), Bow Arts (1 floor) and a few smaller tenants. The Council retains responsibility for the basement which has large amounts of archive storage. Lewisham Homes are due to move to Laurence House 5th floor early 2021 leaving a large portion of this landmark building empty in central Catford. The Council continues to have to service the building, pay business rates, therefore an alternative use for the building is being considered to ensure that at the very least costs are covered, and where possible additional income is generated.

3. Description of service area and proposal

The Civic Suite provides space for Council meetings, public functions and lettings, election functions, back office functions (inprint), Cllr rooms and office accommodation. Since the start of the Covid pandemic in March, the Civic Suite has been closed. Office staff based in the building that require to return to the office have been working in Laurence House (with the remaining staff working remotely from home), Councillors have been using the political rooms provided in Laurence House, and Council committee meetings have been taking place online using Public-I and Microsoft Teams technology.

Eros House is currently occupied by the Council's parking contractor on the 1st floor, CCTV on part of the ground floor and archiving in the basement. The remaining vacant space on the ground floor is small and unlikely to yield any savings in running costs given the rest of the building is occupied; and may form part of the strategy for rationalising other parts of the estate.

Holbeach currently has around 100 staff based there plus front-line services including the Youth Offending Service. It is currently open, operating under Covid-safe measures.

Town Hall Chambers forms part of the Grade II listed Broadway Theatre building and pre-Covid housed training/meeting rooms, some office space, the Trade Unions and Lewisham Youth Theatre. The building is currently closed.

Within the Draft Catford Town Centre Framework agreed by Mayor and Cabinet in September, the Former Town Hall site was flagged for potential to achieve a permanent Civic/Public service Hub. In recent weeks positive discussions have taken place with several key public sector partners who are interested in achieving a relocation to central Catford and appear willing to take on a lease of the former Town Hall, linked to their own specific organisational drivers:-

- **DWP** – as part of the expansion of workload, recruitment of Work advisers and desire to co-locate within the Council's own (subject to the bid under the Lewisham Works programme) – employment support offer.
- **Ingeus** (DWP's employment support provider) – who wish to establish four new 'super-hubs' offering a base/space for staff and employment support programmes.
- **South London and Maudsley, Lewisham and Greenwich Hospital Trust and Guys and St Thomas'** – who are exploring the potential to consolidate back office activity out of several ageing/fragmented properties.

Cuts proposal*

This proforma sets out proposals for savings or income generation at five out of the six sites; as follows:

Laurence House

Lewisham Homes are to move in to the 5th floor of Laurence House and the move will take place early 2021.

3. Description of service area and proposal

Old Town Hall

It is proposed to lease some or all of the vacant floors of the Old Town Hall to a number of public partners - Lewisham and Greenwich NHS Trust, SLAM, GST and DWP. The Lewisham and Greenwich Trust are seeking to move some of its office functions from within the Lewisham Hospital site elsewhere to free up buildings for clinical use. Their current back office functions are in poor condition. The DWP and its providers are keen to set up a 'super centre' in Catford with work coaching and youth employment support services.

Negotiations are underway currently on space requirements, rent levels and usage, however the various parties are keen to be part of and co-locate to the Public Service Hub in central Catford. The savings are to be achieved by ensuring that the costs for running the Old Town Hall are covered by rental income from the proposed tenants (and where possible additional income generated). The attached analysis shows the net position for the Council of the two main scenarios – mothballing (Option A) or re-letting to establish the Public service Hub (Option B).

There will be some capital costs involved in improving and adapting the Old Town Hall for use by the proposed tenants. The extent of this and who would pick up the costs is yet to be determined and will form part of the more detailed negotiations in due course. On this, we have already received a commitment from GLA for £965K under the 'Get Building' programme that should be capable of being focussed towards the hub.

Civic Suite

It is proposed that the civic suite remains for the foreseeable future. The building would effectively be mothballed until regeneration of the Catford town centre begins and the site is demolished as part of a new civic complex. The savings would be derived from reduced building running costs such as utilities, cleaning, security, repairs and maintenance.

Holbeach

It is proposed that Holbeach is closed and remains closed until the site is required as part of the Town Centre regeneration programme. This would require moving back office functions to Laurence House. The front-line services, particularly Youth Offending Service, would require alternative facilities. It is not appropriate for the service to be delivered from Laurence House. Potential sites could be Eros House ground floor however further analysis on the appropriateness of this site need to be undertaken and a small capital investment would be needed.

Town Hall Chambers

It is also proposed that Town Hall Chambers are closed and remain mothballed until a sustainable and alternative use is found for them. As they form part of the Broadway Theatre, they are an integral and permanent part of the town centre. Access to the upper floors currently restricts most alternative usage, however capital investment in providing new lift access could solve this. Further capital investment would be needed to upgrade the heating system and general decorations and reconfiguration. Long term the space could form part of a wider offering of the theatre.

The short-term savings would be derived from reduced building running costs such as utilities, cleaning, security, repairs and maintenance.

4. Impact and risks of proposal

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

Old Town Hall

The letting of the Old Town Hall to health and DWP partners will increase closer working arrangements between them and the Council and enable a 'Public Service hub' to be created. The CCG already reside in Laurence House and has shown to be highly beneficial in terms of partnership working. Employment and training support will be critical over the coming years as unemployment figures rise as a result of the Covid pandemic. Catford is centrally located in the borough with good public transport links. The strategic synergy between these uses taken together creates a benefit beyond the individual parts. Around 400 valued public sector staff would inject much needed footfall and vitality in the heart of the town centre, supporting local businesses and jobs. The alternative option for the Old Town Hall is to mothball.

Civic Suite

In the short / medium term staff that require to work in the office can continue to access Laurence House (within agreed desk quotas for individual directorates within Covid-secure layout). In the medium / long term Laurence House utilisation will need to be re-planned in the context of different ways of working and potential wider Catford estate rationalisation; and teams currently based in the Civic Suite will form part of that. Councillors who currently access the Civic Suite will be able to access the Councillor rooms on the 1st floor of Laurence House. If the Civic Suite is permanently closed, then Council meetings would need to continue online and / or find alternative premises from which to run. It is suggested that larger meetings (e.g. Council AGM or meetings with contentious issues) could potentially take place in schools or other hireable spaces in the borough. There would be a small cost for hiring such premises and potentially for security any technology support (web casting, microphones etc.). The Civic Suite has also seen use during the day for events and meetings, including citizenship ceremonies. In the short/medium term such events will not be taking place due to Covid restrictions, however in the medium/long term alternative arrangements will need to be found. The Civic Suite is also used for election duties – polling station, postal vote counting, training and equipment storage. Alternative arrangements would also need to be found for these functions – options are available at schools/sports halls. There is a small income derived from letting the Civic Suite to third parties which would be lost; although some of those bookings may use alternative Council run buildings such as community centres.

Holbeach

Staff working in Holbeach would need to move to Laurence House. Of more significance is finding an alternative location for the Youth Offending Service and other front-line services. The YOS have worked hard to create a welcoming and safe environment for young people attending and would need this to be replicated elsewhere.

Town Hall Chambers

Town Hall Chambers are currently closed and the office staff have access to Laurence House which could be formalised as part of wider consolidation of staff into the main Council building. The trade unions have been moved temporarily into the ground floor of Laurence House however a longer-term solution for their location would need to be considered. Training and meeting rooms could be provided in Laurence House as part of new ways of working needed in a post-Covid world. Lewisham Youth Theatre would

4. Impact and risks of proposal

need to be considered further but access via the theatre with shared facilities in the theatre may be an option.

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

1. **Some or all of the partner organisations decide not to move into the Old Town Hall or decide to take a smaller floorplate;** meaning the running costs for the building cannot be covered and a saving cannot be generated.
Negotiations are still at an early stage however all parties have expressed a keen interest in making it work. Worst case scenario that none of the leases come to fruition then the building would likely have to be mothballed which would require finding Dek an alternative location.
2. **Negative public response to council meetings continuing online.**
The online meeting technology currently being utilised is available for public to watch and take part in where relevant, and meetings are also available to view online after the event. As suggested above in the future some critical or large meetings could be held in person and in public by utilising other larger spaces within the borough such as schools or the theatre.
3. **Negative public perception of mothballed buildings in the town centre; and impact on confidence for town centre regeneration**
Initiatives to animate the town centre and bring confidence to the longer-term regeneration potential have been hugely successful to date, and the Phase 1 works around the Catford Constitutional Club and surrounding area will also help to kick start confidence in the town centre's potential. It is not expected that the closure of Civic Suite, Holbeach or Town Hall Chambers will have a major impact given this activity – provided that the former town hall is occupied.
4. **Lack of formal large event space**
In the short-term large events, citizenship ceremonies etc. will be unlikely to be taking place due to Covid restrictions; in the medium term they could be delivered elsewhere in the borough, in schools or community facilities. Those spaces would lack the formality of a civic space, but in some cases this may be an advantage.
5. **Suitable alternative accommodation cannot be found for the front-line services in Holbeach,** particularly Youth Offending Service, which requires a safe welcoming, and discreet space to be able to deliver their service.
Options include Eros House, but further analysis will be undertaken.
6. **Costs associated with finding alternative accommodation for the Trade Unions may outweigh or reduce the savings potential for Town Hall Chambers.** Dependent on outcome of review of front door and library services they could potentially stay on the ground floor of Laurence House.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000

5. Financial information				
Laurence House 5 th floor – Lewisham Homes let	650*	11	12	673
Old Town Hall (net cost/income):				
Option A – Mothball	- 414	0	0	- 414
Old Town Hall (net cost/income):				
Option B - Public Service Hub	- 488	450	- 38	-76
Civic Suite Mothball	248			248
Holbeach office Mothball	120			120
Town Hall Chambers Mothball	70			70
Total Potential Saving(up to £,000s)				
Option A - Mothball	674	11	12	697
Option B – PS Hub	600	461	-26	1,035
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	100	No	No	No
If DSG, HRA, Health impact describe:				

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

7. Ward impact

Geographical impact by ward:	No specific impact / Specific impact in one or more		
	No specific impact		
	If impacting one or more wards specifically – which?		
	Rushey Green however impact borough wide		

8. Service equalities impact

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

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No					No
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:
The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations

10. Legal implications

2020 came into force on 4 April. These Regulations permit public committee meetings to be held virtually. However, these are temporary changes which have been put in place during the coronavirus pandemic. There is nothing to suggest that authorities will not be required to revert to holding public meetings in person in due course. Accordingly, any proposal to mothball the Civic Suite will need to ensure that the Council will continue to be in a position to hold public committee meetings once the temporary changes come to an end.

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
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November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

APPENDIX 6

Theme E: Commercial approach - Cuts Proformas

DRAFT

1. Cuts proposal	
Proposal title:	Improved debt collection
Reference:	E-01
Directorate:	Corporate Services
Director of Service:	Ralph Wilkinson
Service/Team area:	Public Services
Cabinet portfolio:	Resources
Scrutiny Ctte(s):	PASC

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Improved debt collection (reduced bad debt)	N	N	N
More targeted collection approaches and policies	N	N	N
More strategic approach to service offering	N	N	N
Channel shift telephone demand to create resource to target the "top 50 debts" for each area of NNDR, HB OPs, ASC and CTAX and use "learning" to review ongoing recovery processes	N	N	N
Use credit checking agencies e.g. Experian to credit rate debtors. To highlight those where their debt is easier to collect and efforts targeted (or harder to collect and used to decide on write off)	N	N	N

2. Decision Route

Review initial contact with service users to prevent negative debt behaviour at the start e.g. ensure they are aware of liability, create direct debits, review interim funding (for ASC cases)	N	N	N
Review delivery of enforcement services across the Council to establish existing opportunities to work generically and synergies and to improve income collection across the Council	N	N	N

3. Description of service area and proposal

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

All services raising debt within the Council, including CTax, recharges to partners (e.g. health etc.) and all sundry debt.

Cuts proposal*

The initial work will be with the central debtors team within Public Services but will need extensive engagement with all services raising debt.

The first strand of this project is to review the overall levels of aged debt with individual services and to develop an action plan to reduce this over a period of 6 months. This reduction in aged debt will result in a once off improvement in the bad debt provision of the Council.

The second strand is to work with all service areas to develop policies and protocols to proactively engage with debtors and ensure that the approach to debt collection is tailored to the nature of the debt raised and increases debt collection in a sustainable way. This will ensure that a permanent reduction in the Council's bad debt provision can be achieved.

The final strand will be to use the information coming from the debtors team to ensure that the Council minimises poor debt (i.e. selling discretionary services to repeat non payers) and focuses resource on those services which have high levels of unpaid debt. It will also ensure that a threshold is determined and set so as to ensure that the cost of chasing the debt is always equivalent or lower to the cost of the debt itself.

Mitigating Actions for 21/22

Start a programme of works with the Debtors Team, focusing on the areas with the highest debt / most aged debt.

3. Description of service area and proposal

4. Impact and risks of proposal

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

New ways of working for all those involved in either setting up services or collecting debt. Partners/service users not used to these approaches may need prior notice and clear communication in advance.

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

The levels of bad debt cannot be lowered any further (unlikely) or it is too difficult to ascertain the true costs of debt collection and resource is wasted chasing uneconomic debt. All debt activity must be costed across the Council to ensure strategic and informed decision making in terms of approach.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Improved debt collection (reduced bad debt)	250			250
More targeted collection approaches and policies		250		250
More strategic approach to service offering		?		
Total	250	250		500
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	No	No	No
If DSG, HRA, Health impact describe:	N/A	N/A	N/A	N/A

6. Impact on Corporate priorities: list in order of DECREASING impact

1 Good governance and operational effectiveness	Corporate priorities
2.	1. Open Lewisham
3.	2. Tackling the Housing Crisis
4.	3. Giving Children and young people the best start in life
5.	4. Building an inclusive local economy
	5. Delivering and defending: health, social care & support

6. Impact on Corporate priorities: list in order of DECREASING impact	
6.	6. Making Lewisham greener
7.	7. Building safer communities
8.	8. Good governance and operational effectiveness

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

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
There is not anticipated to be any specific impact service equalities for users as this is simply the chasing of debt which the individual, group or organisation agreed to be charged prior to accessing the paid for service in the main.			
Is a full service equalities impact assessment required: Yes / No			No

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

9. Human Resources impact

Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:

None. The specific legislation relied upon for the charging of the service / raising of the debt will be considered prior to the Council levy such charges.

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Income from Building Control
Reference:	E-02
Directorate:	HRPR
Director of Service:	Paul Moore
Service/Team area:	Building Control
Cabinet portfolio:	Cllr Bell
Scrutiny Ctte(s):	SDSC

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Extend commercial presence in local and regional market	no	no	no

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Building control are responsible for the review and approval of Building Work ranging from small scale changes to large scale redevelopment proposals. The Building Control regime is delivered via the Council as well as through approved inspectors in the private sector meaning that the Council is in competition with the private sector to deliver the service</p> <p>.</p>
Cuts proposal*
<p>The proposal is for increased income through an improved market share</p> <p>The Council received applications for 650 building works in 2019/20. This is compared to over 2,000 planning applications.</p> <p>The proposal is to increase the promotion of Building Control following planning permission being granted to improve the market share of Building Control and thereby increase income.</p> <p>Mitigating Actions for 21/22</p> <p>Increasing market share may mean that additional resources are necessary to meet increased demand. It will be important to work to streamline existing processes and ways of working to improve efficiency alongside seeking additional work.</p>

4. Impact and risks of proposal

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

The main risk is the ability to meet increased service demand.

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

Economic downturn may affect availability of work.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	554 (£43004)	676 (£43004)		
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Increased Building Control market share	15	15	20	50
Total	15	15	20	50
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes, an increase in income of £50k			
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

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

7. Ward impact

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

8. Service equalities impact

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

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No					no
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:

10. Legal implications

n/a

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
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November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Review of Council fees and charges
Reference:	E-03
Directorate:	Cross Council
Director of Service:	
Service/Team area:	
Cabinet portfolio:	Cllr de Ryk
Scrutiny Ctte(s):	All

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Increase all fees and charges to achieve at least full cost recovery unless an explicit concession/subsidy is agreed	Yes	No (unless specific fees/charges require this)	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
All Council services which currently levy a charge for a service provided. Those charging for statutory services will be required to undertake the full cost modelling but may not be able to increase the fees charged. They will be expected to review the cost base if this exceeds the charge levied. Those charging for discretionary services will also undertake full cost modelling and increase fees as required to achieve full cost recovery or else receive approval to offer these services at a subsidy.
Cuts proposal*
Cost modelling of some services (pathfinders) as proof-of-concept indicates that current fees and charges levels do not consistently achieve full cost recovery. Costs not currently recovered by all fees and charges primarily includes: indirect costs (such as property and utility costs) and corporate overheads. Decisions on fees and charges are therefore based on historical data rather than costs of delivering the service. Council fees and charges delivers approx. £15m of fees and charges income each year, including discretionary and statutory fees and charges. Assuming the discretionary element to be ~£5m / annum (excl. parking), and considering the pressures placed by the Covid-19 recession, it is assumed that a net increase of circa 2% is realistic and sustainable and generates an equivalent increase of £100k per annum.

3. Description of service area and proposal

Note: this is for those discretionary fee earning services and excludes, commercial waste, parking income and schools traded income.

Mitigating Actions for 21/22

Full cost models will be generated for each fee earning service to ensure that the fees charged recover full costs and for improved transparency within the Council and for residents.

4. Impact and risks of proposal

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

There is a risk that in ensuring that discretionary fees and charges recover the full costs of delivery that this results in above inflation increases for residents/users of the services and negatively impacts on the demand for these services.

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

There is a risk that in undertaking full cost modelling it is found that all services already recover the costs of delivery in full and that the £100k cannot be generated, or that the fees and charges increase but that the volume of sales decreases so as not to generate the £100k increase.

There is a further risk that this work cannot be undertaken fully in time for fees and charges to be implemented in full in 2021/22.

A template full cost model has been created and piloted with pathfinder services which indicates that there is scope to increase fees to the level of full cost recovery and that this should generate additional income of £100k.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	various	5,000	5,000	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Additional income generated from all fees and charges	100	0	0	100
Total	100	0	0	100
% of Net Budget	2%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	No	No	No
If DSG, HRA, Health impact describe:		N/A	N/A	N/A

6. Impact on Corporate priorities: list in order of DECREASING impact

1. Good governance and operational effectiveness

Corporate priorities
1. Open Lewisham

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

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

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>In setting fees and charges it's possible that this may impact on the demand for these services, but it is not expected that this will negatively affect those with protected characteristics. This will be considered by services when considering whether services should offer subsidies or concessions.</p>			
Is a full service equalities impact assessment required: Yes / No			No

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

9. Human Resources impact					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications
State any specific legal implications relating to this proposal:
The Council relies on various acts of legislation and powers to levy fees and charges for services. These are always explicitly considered and commented on in setting these. Only fees and charges for which the Council can recover full costs of service delivery fall within the scope of this item.

11. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Fees and Charges/ Client contributions
Reference:	E-04
Directorate:	Communities
Director of Service:	Tom Brown
Service/Team area:	Adult social care/ Joint commissioning
Cabinet portfolio:	Deputy Mayor Cllr Chris Best
Scrutiny Ctte(s):	M&C, HCSC, PAC

2. Decision Route			
Cuts proposed:	Key Decision*	Public Consultation	Staff Consultation
	Yes See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Yes and Statutory vs informal	Yes and Statutory vs informal
	YES	NO	NO

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Care Act 2015 lays out the statutory duties for Adults Social Care, underpinning the act is the Fairer Charging Policy that identifies what services are chargeable, and defines the level of charges that service users should be expected to pay for after a Care Act Assessment is completed. It takes into consideration, state pension, private pensions and any other income. For people who move into residential or nursing care, it also takes into consideration ownership of property.</p> <p>The Care Act changes the way Adult Social Care supports people who are able financially to fund all of the care they need to live independently. Lewisham has approximately 200 people who fully fund their own care, but due to the frailty or age are unable to arrange the care themselves. The Care Act allows councils to make an annual charge to these people to broker and oversee the quality of these services as part of the contract monitoring arrangement that are in place.</p> <p>Most services that adult social care provides are chargeable, but to date Lewisham has never charged service users for the use of transport. Transport is often needed for people to attend Day Services, Colleges, Respite Care, etc. The people who use transport services are generally unable to use public transport. Lewisham has approx. 150 people who regularly receive transport as part of their care and support arrangements.</p>
Cuts proposal*
This proposal seeks approval to introduce charging for:

3. Description of service area and proposal

Brokering and support for setting up care packages for services users who have been financially assessed as Self Funder in line with the Care Act and Fairer charging framework. There are approximately 200 people who fall into the category. The proposal is to charge £300 annually for this services, which will produce a yearly income of £60,000.

To introduce charging for the use of transport services to services users who have been financially assessed as being able to pay (approximately 140 people), it is expected this would increase income by £22,000 Per annum.

4. Impact and risks of proposal

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

The delivery of this proposal must comply with legislative requirements for ASC. The impact of these initiatives will increase charging to services users, but all service users will receive a financial assessment in accordance with the Fairer Charging policy to assess their ability to pay.

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

Subject to approval in February (as part of budget report?).

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	121.5m	55.4m	66.1m	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Charging for Self Funder Brokerage Support	60k			
Introduce charging for Transport	22k			
Total	82k			
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

1.5

Corporate priorities

6. Impact on Corporate priorities: list in order of DECREASING impact	
2.1	1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
3.4	
4.7	
5.8	
6.6	
7.3	
8.2	

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

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	H	Pregnancy / Maternity:	
Gender:	H	Marriage & Civil Partnerships:	
Age:	H	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	H
For any High impact service equality areas please explain why and what mitigations are proposed:			
Completion for Financial Assessments for all Services Users in line with the Care Act.			
Is a full service equalities impact assessment required: Yes / No			No

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

9. Human Resources impact

Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:

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11. Summary timetable

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

Month	Activity
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November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal

Proposal title:	Traded Services with Schools
Reference:	E-05
Directorate:	Corporate
Director of Service:	Selwyn Thompson / Angela Scattergood
Service/Team area:	Corporate Resources / Education
Cabinet portfolio:	Finance and Resources
Scrutiny Ctte(s):	Public Account Select Committee

2. Decision Route

Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/ mayorandcouncil/ aboutthecouncil/ how-council-is-run/ our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Traded Services with Schools	No	No	No

3. Description of service area and proposal

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

Review of the overall package of traded services with schools

Cuts proposal*

The overall package of services traded with schools is worth circa £2m. This proposal seeks to look at options across the complete suite of services to ascertain the possibility of securing additional sustainable income of £50k from 2021/22 onwards.

The finance function, HR and payroll services offers services to schools. The payroll team offers a secure payroll service which is provided by experienced staff that have extensive knowledge in all pay related matters and a growing knowledge of the new Oracle Cloud payroll platform. Currently, some 90% of the borough's schools use the payroll function and benefit from a number of services set out in the SLA.

The finance function does not currently operate a wider SLA, but instead provide a bursarial type service to those schools which 'buy in' to it.

The Council does not currently have a set SLA with schools, but instead has created a bursarial service arrangement where schools pay in the region of circa £150k per annum. This has had the benefit of fully funding two members of staff (principal accountants) for a two-year fixed term period whilst an assessment is made as to how successful the service is. If successful, there are further options of scaling up to build even more capacity into this arrangement and some marginal increase in unit costing and providing other chargeable services to schools.

The Council can only win business from schools based on trust it builds with them. A strengthening of the relationship with the schools finance team and the schools themselves has become more noticeable over the course of the last 18 months. This

3. Description of service area and proposal

same strengthening and 'reputation re-build' needs to be created for payroll services, who have been adversely impact by delayed to implementing the Oracle Cloud payroll.

Overall, this would have the desired effect of providing these functions with some greater resilience and bolster income. If executed correctly, it will allow for marginal increases in unit costs. e.g. cost per payslip, cost per school visit / budget review etc.,

Mitigating Actions for 21/22

N/A

4. Impact and risks of proposal

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

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

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
	50	50	0	100
Total	50	50	0	100
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Y	N	N	N
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

1. Giving children and young people the best start in life	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy
2. Good governance and operational effectiveness	
3.	
4.	

6. Impact on Corporate priorities: list in order of DECREASING impact	
5.	5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
6.	
7.	
8.	

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

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

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

9. Human Resources impact

Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:

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11. Summary timetable

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

Month	Activity
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November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Changes to Children's Social Care services
Reference:	B-02, C-03, E-06, F-03, F-04, F-05
Directorate:	CYP
Director of Service:	Lucie Heyes
Service/Team area:	Children's Social Care
Cabinet portfolio:	Chris Barnham
Scrutiny Ctte(s):	Luke Sorba

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
1. Improve partner contributions to the placement costs for children in care	No	No	No
2. Increase in permanent staffing leading to a reduction in agency staffing costs	No	No	No
3. Claiming of increased UASC grant + reduction in accommodation costs for care leavers	Yes	No	No
4. Increase in the number of in-house foster carers and a reduction in use of independent foster carers	No	No	No
5. Reduction in SGO payments	No	No	No
6. VFM placements	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
A range of services and functions sitting within Children's Social Care and in particular the budget for providing placements for children and young people in care or who are care leavers. This budget is currently over-spending.
Cuts proposal*

3. Description of service area and proposal

It is firstly important to note that the budget for child placements is significantly overspending at present. All the savings listed below are in train already and are contributing to a reduction in the overspend in this financial year. The proposals will reduce the overspend, but given the scale of current spend here they are not anticipated to lead to additional cuts in the budget over the next 3 years. Managing the budget with little or no overspend however removes some future financial risks to the Council.

1. Partner contributions to children in care placements

It is estimated that this should generate a minimum of £1.2M savings over the next two years. Work is still underway to achieve this including an in-year reduction in expenditure and the level of savings may increase. Actions include ensuring that the education costs for care placements are fully attributed to the High Needs Block of the DSG. Ensuring that young people who are eligible for Housing benefit claim this and the cost of the accommodation is reduced in recognition of the contribution the benefit makes to this cost. Finally discussions are currently taking place with the CCG to develop a process for agreeing Health contributions to care placement costs where an element of the support provided is health care.

2. Staffing savings

As part of the CSC improvement programme a target of 90% permanent staffing has been set (20/21). In recent months there have been successful recruitment rounds and this target is felt to be achievable. An increase in permanent staff and therefore a reduction in agency social care staff is anticipated to lead to a saving of £430k.

3. Care leaver accommodation costs & UASC grants

A total saving of £300k for 2021/22 is anticipated based on ensuring that the UASC grant for care leaver costs is fully claimed for. In addition work has already started with Housing to develop accommodation pathways for both young people under the age of 18 who become homeless (Children's Services have a statutory requirement to accommodate young people in this situation) and also care leavers. It is difficult to quantify this saving at present but a figure assuming a 5% reduction in costs is currently assumed. Work is underway at present to develop improved housing pathways that should also be cheaper than the current arrangements. Once this work is completed the savings figure should increase, in particular for Year 2 after any investments in new accommodation and support have been made.

4. Increase in in-house foster care

The Council is dependent on a high number of foster carers who are employed by independent foster agencies. Such placements are significantly more expensive than in-house placements. There have been attempts previously to increase the number of in-house carers, but with equal numbers of foster carers being lost, we have not achieved a net gain. A more fundamental review of our current service offer will be taking place and work with our communications team, to upscale our advertising campaigns to recruit new carers is required. In year one this will require some investment that will off-set any savings achieved. An estimate of £250k savings in both Year 2 and Year 3 are currently assumed.

5. Reduction in SGO payments

Financial support for carers who look after a child through a Special Guardianship Order is currently being reviewed with an estimate of a saving of £60k.

3. Description of service area and proposal

6. Improvement in the value for money of commissioned placement costs

In the current financial year a range of actions are already under way to reduce the average unit cost for all children in care external placements (Independent Fostering and Residential placements). The placement service and processes are subject to a review, to create efficiencies. Over and above the reduction in costs this year a further reduction of £250k is assumed for next year. This figure should increase further once the full impact of current changes have been felt.

Mitigating Actions for 21/22

Actions currently underway have generated a significant reduction in expenditure. The actions listed above should continue with this direction of travel.

4. Impact and risks of proposal

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

The actions listed above should not have a negative impact on the quality of care and in many cases should lead to an improvement in the service offer. These proposals do not involve denial or downgrading of services to protect children and young people: quite apart from the Council's strong commitment to the safety and wellbeing of our most vulnerable children, the services concerned are governed by strict statutory requirements.

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

Some of the actions taken previously to manage demand, for example for high-cost placements, have not delivered the savings anticipated. The current proposals are being closely monitored by both the Executive Director for Children and Young People and the Executive Director for Finances and Resources, together with the two Cabinet Members. All of these savings have been achieved in other Local Authorities.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	56,103	-3,834	52,269	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Partner Contributions	600	600		1200
Staffing savings	215	215		430
Care leaver accommodation costs	200	100		300
Increase in in house foster carers		250	250	500
Special Guardianship	60			60

5. Financial information				
Value for money placements	250	250		500
Total	1325	1415	250	2990
% of Net Budget	2.9%	2.9%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	Yes	No	yes
If DSG, HRA, Health impact describe:		Re-alignment of some costs to the DSG HNB		Some recharge to the CCG for health related costs

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

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

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

8. Service equalities impact

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

No

9. Human Resources impact

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

No

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

None

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest

11. Summary timetable

February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

DRAFT

1. Cuts proposal

Proposal title:	Housing – Bring rents for Private Sector Lease (PSL) and Private Managed Accommodation (PMA) in line with London Housing Allowance.
Reference:	E-07
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Fenella Beckman
Service/Team area:	Housing Needs and Procurement
Cabinet portfolio:	Housing and Planning
Scrutiny Ctte(s):	Housing Select Committee

2. Decision Route

Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Align rents with LHA	Yes	No	No

3. Description of service area and proposal

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

Housing services provide leased and agent managed homes that are used as temporary accommodation. The service charges tenants rent for these properties which for the most part is paid for by housing benefit.

Cuts proposal*

This proposal is to bring rents for our PMA and PSL homes in line with London Housing Allowance (LHA). These rents have not changed since 2011 and so this proposal is expected to bring an additional £675k in revenues based on our current customer profile.

The savings will be carefully realised in phases as we will need to look at each individual tenancy, ensuring that the correct notice period in relation to annual increases.

4. Impact and risks of proposal

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

We currently have a total of 942 households in PMA and PSL accommodation and this proposal will have an impact on these households.

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

Our current assessment shows that the increase in rent for 93% of households in this accommodation will be covered by housing benefit. For those households who will not be fully covered by housing benefit we will look to use discretionary housing payments or other hardship funds to bridge the gap as appropriate.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	33,422	28,777	4,645	
HRA	?	?		
DSG	NA	NA		
Health	NA	NA		
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Commercial Approach – Rent alignment	300	375		675
Total	300	375		675
% of Net Budget	6.5%	8%		14.5%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes			
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact	
1. Good governance and operational effectiveness	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
2. Tackling the Housing Crisis	
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7. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more Borough wide
	If impacting one or more wards specifically – which?

8. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A

Ethnicity:	Low	Pregnancy / Maternity:	N/A
Gender:	Low	Marriage & Civil Partnerships:	N/A
Age:	Low	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	Low

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

The majority of the households in PMA/PSL Temporary Accommodation (TA) are BAME women with children. Our assessment shows the impact on 93% of these households will be offset by an increase in housing benefit. For those households where housing benefits does not bridge the gap officers will seek to use other hardship funds such as Discretionary Housing Payments to support those families.

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

9. Human Resources impact

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

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

We are currently undertaking a full equalities impact assessment which will be available when it is complete and It will be brought back to members for considerable.

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Contract Efficiencies – inflation management
Reference:	E-08
Directorate:	All Council
Director of Service:	
Service/Team area:	
Cabinet portfolio:	Cllr de Ryk
Scrutiny Ctte(s):	

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Generate efficiencies from contracts from the removal of indexation/inflation	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
All Council currently contracted services and specifically new contracts which are let.
Cuts proposal*
<p>The Council spends over £300m per annum on contracted services delivered by third parties. Some of this is in either long term contracts which cannot be varied, or spot contracts, but the average length of a Council contract is 2 – 5 years so there is circa £25m - £50m of new works and services brought to market each year. Furthermore, the Council budgets to increase non staffing budgets by CPI each year, which is circa £1.5m.</p> <p>If all new contracts brought forward are let on the basis of not including indexation, and the procurement framework and policies are adapted to support this, then it's anticipated that £500k can be saved.</p> <p>Mitigating Actions for 21/22</p> <p>The cut will be taken through the removal of £500k from the non-salary inflation with a review of those services most able to deliver against this and tracked through the procurement cycle.</p>

4. Impact and risks of proposal

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

Those new contracts coming forward will need to be carefully monitored to ensure that the required services specification will still be delivered as specified. There will be no impact on staff.

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

The risk is that the cut will be taken via the central removal of inflation to service budgets so unless the procurement framework and processes capture this at the individual contract levels then there may be overspends against budgets.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Removal of £500k of non-salary budget inflation, to be achieved through new contracts removing inflation.	500	0	0	500
Total				
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	No	No	No
If DSG, HRA, Health impact describe:		N/A	N/A	N/A

6. Impact on Corporate priorities: list in order of DECREASING impact

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

6. Impact on Corporate priorities: list in order of DECREASING impact

8.	8. Good governance and operational effectiveness
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7. Ward impact

Geographical impact by ward:	No specific impact / Specific impact in one or more
	If impacting one or more wards specifically – which?
	All wards impacted by the contracts to be let

8. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
All service specifications are designed to consider equality and those with protected characteristics. The removal of inflation from a contract will not impact on that.			
Is a full service equalities impact assessment required: Yes / No			No

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No					No
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:

There are no specific legal implications arising from this cut. All contracts let separately consider any legal implications from a procurement and service specification.

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal

Proposal title:	Realising the Benefits of the Oracle Cloud Solution
Reference:	E-09
Directorate:	Corporate
Director of Service:	Selwyn Thompson
Service/Team area:	Corporate Resources / Education (Schools HR)
Cabinet portfolio:	Finance and Resources
Scrutiny Ctte(s):	Public Account Select Committee

2. Decision Route

Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Oracle Cloud Benefits Realisation	No	No	Not required at this stage

3. Description of service area and proposal

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

Realising further benefits from the Oracle Cloud Solution and exploiting its functionality as a fully integrated enterprise resource planning solution.

Cuts proposal*

The final phases of the Oracle Cloud solution were implemented and went live in April 2020. Therefore, all of the key modules which include finance, e-procurement, human capital management and payroll are now live. There are areas where the solution has not been implemented “out of the box” as intended and so there is some addressing of these issues through a separate, but connected piece of work.

The organisation of the HR (corporate and school) and Payroll (including the payroll administrative support function) are fragmented with expertise concentrated within small groups and in some instances an individual. A reconfiguration of this function in addition to full exploitation of the solutions function is expected to realise some cashable benefits over the course of the next year and beyond. These improvements in the service are also expected to put the council in a better position and offer an improved and more seamless service.

With regards to other benefits, these will arise by making better use of the integrated functionality of the solution. These will result in reducing staff processing time as well as leading to a reduction in non-staffing costs. For instance, removal of all off-system and paper-based processes and adopting common processes across the council; the creation and extensive use of dashboard information to better inform management decision making; reduction in manual processes and data entry into payroll ensuring that users only enter information once wherever possible and thereby providing a productivity gain.

3. Description of service area and proposal

The next 12 to 18 months will provide an opportunity to explore options for the onward selling of some services to schools in the main.

4. Impact and risks of proposal

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

There are more risks of NOT doing this in that the Council would not be realising the fully benefits of the solution it invested so heavily in.

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

Lack of engagement from key stakeholders

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
	100	100	0	200
Total	100	100	0	200
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Y	N	N	N
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

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

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

8. Service equalities impact

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

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No						
Workforce profile:						
Posts	Headcount in post	FTE in post	Establishment posts	Vacant		
				Agency / Interim cover	Not covered	
Scale 1 – 2						
Scale 3 – 5						
Sc 6 – SO2						
PO1 – PO5						
PO6 – PO8						
SMG 1 – 3						
JNC						
Total						
Gender	Female	Male				
Ethnicity	BME	White	Other	Not Known		
Disability	Yes	No				
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed		

10. Legal implications

State any specific legal implications relating to this proposal:

10. Legal implications

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11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Bereavement Services
Reference:	E-10
Directorate:	Community Services
Director of Service:	James Lee
Service/Team area:	Bereavement Services
Cabinet portfolio:	
Scrutiny Ctte(s):	

2. Decision Route			
Cuts proposed:	Key Decision*	Public Consultation	Staff Consultation
Increase in fees and charges	No	No	No

3. Description of service area and proposal			
Description of the service area (functions and activities) being reviewed:			
Bereavement services – Crematorium and Cemeteries.			
Cuts proposal*			
<p>This proposal is to increase fees and charges to increase income to ensure that the service is delivered on budget rather than provide a direct cut to the service budget.</p> <p>Bereavement Services review and update their fees and charges on April 1st. The new charges are sent to all Funeral Directors who use the service at the beginning of March.</p> <p>A decision was taken to reduce cremation charges by 7.5% from 1 April 2019 in an attempt to increase the number of cremation services and more effectively utilise fixed assets (crematoria and staffing). It was felt that Lewisham was becoming 'uncompetitive', after 10 years of persistent price increases. The objective was to offset the price reductions by increase the number of cremations from other authorities as people opted for a cheaper service. This was also in response to the funeral poverty agenda and some negative publicity around increased cremation charging.</p> <p>However, in reality the number of cremations remained largely static and the income for the service dropped significantly.</p> <p>As such it is proposed that this decision is revisited with prices increased to levels akin to the pre 2019 prices. It is proposed that, as usual, all fees and charges are reviewed to ensure a sensible and proportionate level of increase across the board but it is likely that the most significant change will relate to cremation costs.</p> <p>As it stands Lewisham's cremation charges are generally lower than those at surrounding facilities:</p>			
Crematorium	Half Hour Early Slot	45 min/ hour	Details

3. Description of service area and proposal

Hither Green	£540	£650	1 crematorium, 1 chapel
Lambeth	£341	£695	2 crematoria, 2 chapels – also serving Wandsworth
Greenwich	£681	£722	1 crematorium, 2 chapels; serving 3 boroughs
Southwark	£633	£772	1 crematorium, 1 chapel
Kemnal (Private)	<u>From</u> £600	<u>From</u> £945	No crematorium. Coffins cremated elsewhere
Beckenham (Private)	£910	£1070	1 crematorium, 1 chapel

Further work will be undertaken across expenditure lines to deliver a balanced budget by 2022/23.

4. Impact and risks of proposal

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

The impact of the proposal will mean the cost of funerals will increase for all residents who pay for the service. There is no proposal to change the cremation and interment policy for children aged 16 and under, where no charge is made. We would also continue to offer burials in public graves for people of reduced means, where there is far a lower interment fee and no charge for the grave space.

Cremation/burial costs are a relatively small proportion of the overall cost of a funeral but this element will increase beyond the rate of inflation.

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

The risk of increasing fees is reputational, particularly given the current COVID pandemic. Large increases in funeral costs recently (primarily driven by the costs of funeral directors) has led to the issue of 'funeral poverty' gaining increased attention.

Officers are undertaking detailed work to ensure that price rises are designed to ensure 'full cost recovery' and there can be no suggestion of profiteering.

The impact of the price increase is further mitigated as:

- The authority will continue to claim back the fees for burials and cremations for those under 18 via the Children's Funeral Fund so the parents/family of the deceased pay nothing.
- The authority will continue to offer a 'direct cremation', that is without a chapel service, which will remain significantly cheaper than the full provision
- Those who die without means or family can receive a Public Burial.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	1,974	-2,380	- 406	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Increase in fees and charges	250	0	0	250
Total	250	0	0	250
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	No	No	No

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

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

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

8. Service equalities impact

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

--

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

No

9. Human Resources impact

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

No

10. Legal implications

State any specific legal implications relating to this proposal:

--

11. Summary timetable

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

Month	Activity
October 2020	Proposals submitted to Scrutiny committees leading to M&C
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Fee increases implemented

APPENDIX 7

Theme F: Better demand management - Cuts Proformas

DRAFT

1. Cuts proposal

Proposal title:	Improved management of demand and productivity, Promoting and sustaining independence and making sure longer term support reflects a strength based approach to meeting assessed needs.
Reference:	F-01
Directorate:	Communities
Director of Service:	Tom Brown
Service/Team area:	Adult Social Care/ Joint Commissioning
Cabinet portfolio:	Deputy Mayor Cllr Chris Best
Scrutiny Ctte(s):	HCSC/PAC

2. Decision Route

Cuts proposed:	Key Decision*	Public Consultation No and Statutory vs informal	Staff Consultation No and Statutory vs informal
	<p>No</p> <p>See para 16.2 of the Constitution</p> <p>https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</p>		

3. Description of service area and proposal

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

The introduction of the Care Act 2014 represented a fundamental shift towards maximising independence and set a duty for local authorities to promote wellbeing and focus on early intervention and prevention. Further to this, The following initiatives identified from benchmarking performance and financial data have been introduced and have gone some way towards the achievement of savings for 20/21 :

- Managing demand of the enquiries through the front door of the Council by developing a whole system approach to prevention with partners by connecting people with solutions from within the community where possible
- Managing demand from the acute hospitals by making sure people are on the right care pathway at the point of discharge from the six weeks of care that is now funded by health and applying the national eligibility for fully funded continuing health care and Jointly funded care where appropriate.
- Providing effective short term intervention such as Enablement and improved use of technology to support independence and reduce reliance on long term care.
- Providing effective long term support that sustains wellbeing and independence by further development of the neighbourhood networks.
- Developing the workforce to increase productivity and manage demand, making the assessment processes leaner.

3. Description of service area and proposal

- Predicated on integrated working with LGT community services to deliver better

Cuts proposal*

There is a further amount of **2.032m** for 20/21 that has been delayed due to COVID and is yet to be achieved from implementing the above mentioned initiatives. A further **2m** is being proposed as a further cut associated with these initiatives in 21/22 and another **1m** in 22/23 from the ASC budget.

Mitigating Actions for 21/22

4. Impact and risks of proposal

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

The delivery of this proposal must comply with legislative requirements for ASC. The impact of these initiatives will reduce the number of people in receipt of long term care and potentially the levels of care provided.

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

Decisions are made on an individual basis taking account of the presenting concerns, assessed needs and how these can be met and by taking into account any risks that are identified to service users and carers or any safeguarding concerns.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	121.5m	55.4m	66.1m	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
2.032 unachieved 20/21	3m			5.032m
Total				
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

1.5 Corporate priorities

6. Impact on Corporate priorities: list in order of DECREASING impact	
2.1	1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
3.2	
4.3	
5.4	
6.8	
7.7	
8.6	

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

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	x	Sexual orientation:	
Disability:	x	Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
People who contact ASC for support will have a disability or be an older resident or carer.			
Is a full service equalities impact assessment required: Yes			

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

9. Human Resources impact

Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:

ASC is a statutory service, all decisions made regarding how an enquiry is dealt with or the levels of care provided must comply with the care Act requirements and the national framework for Continuing health care.

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Changes to Children's Social Care services
Reference:	F-11 and F-02
Directorate:	CYP
Director of Service:	Lucie Heyes
Service/Team area:	Children's Social Care
Cabinet portfolio:	Chris Barnham
Scrutiny Ctte(s):	Luke Sorba

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
1. Expansion of MASH to become a wider front door for families (including Early Help referrals)	No	No	Yes
2. Reduce numbers of children in care	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
A range of services and functions sitting within Children's Social Care and in particular the budget for providing placements for children and young people in care or who are care leavers. This budget is currently over-spending.
Cuts proposal*
<p>1. <u>Expansion of MASH</u> In 2021 work with the developing Early Help service and adults services and some partner agencies e.g. CAHMS will begin to explore practice and financial benefits of developing a common front door arrangement for vulnerable groups, expanding the current MASH. This is likely to be a complex piece of work and will require some project management support. The savings are assumed to be 5% of the current MASH budget arising from overall efficiencies.</p> <p>2. <u>DEMAND MANAGEMENT: Reduction of children in care (CLA)</u> Historically the rate of Children looked after in Lewisham has been high compared to other London Borough's (2018/19 Lewisham r = 72, 2019/20 r = 69. London r = 64). Through 2019, various steps were taken to prevent the overall number of CLA increasing, by reducing the number of new entries to care. This work continues and is being further strengthened by developing stronger Edge of Care Family Support</p>

3. Description of service area and proposal

services to support children to stay safely within their families. Through 2020 additional steps are being taken to move existing CLA into other permanent care arrangements e.g. Special Guardianship Care. There will be a period of approximately 5 – 7 years where the current high numbers of CLA have to work through the care system to adulthood and beyond Care Leaver status. Impact of this action is estimated to save up to £1m per year, initially £0.5m in the first two years.

Mitigating Actions for 21/22

Actions currently underway have generated a significant reduction in expenditure. The actions listed above should continue with this direction of travel.

4. Impact and risks of proposal

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

The actions listed above should not have a negative impact on the quality of care and in many cases should lead to an improvement in the service offer. These proposals do not involve denial or downgrading of services to protect children and young people: quite apart from the Council's strong commitment to the safety and wellbeing of our most vulnerable children, the services concerned are governed by strict statutory requirements.

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

Some of the action taken previously to manage demand for high-cost placements has not delivered the savings anticipated. The current proposals are being closely monitored by both the Executive Director for Children and Young People and the Executive Director for Finances and Resources, together with the two Cabinet Members. All of these savings have been achieved in other Local Authorities.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	56,103	-3,834	52,269	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Expansion of MASH with Adults Services	50			50
Reduction of children in care	500	500	1,000	2,000
Total	550	500	1,000	2,050
% of Net Budget	2.9%	2.9%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	No	No	No	No

5. Financial information				
If DSG, HRA, Health impact describe:				

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

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

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

9. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					No
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					

9. Human Resources impact					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

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

11. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Changes to Children's Social Care services
Reference:	B-02, C-03, E-06, F-03, F-04, F-05
Directorate:	CYP
Director of Service:	Lucie Heyes
Service/Team area:	Children's Social Care
Cabinet portfolio:	Chris Barnham
Scrutiny Ctte(s):	Luke Sorba

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
3. Improve partner contributions to the placement costs for children in care	No	No	No
4. Increase in permanent staffing leading to a reduction in agency staffing costs	No	No	No
5. Claiming of increased UASC grant + reduction in accommodation costs for care leavers	Yes	No	No
6. Increase in the number of in-house foster carers and a reduction in use of independent foster carers	No	No	No
7. Reduction in SGO payments	No	No	No
8. VFM placements	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
A range of services and functions sitting within Children's Social Care and in particular the budget for providing placements for children and young people in care or who are care leavers. This budget is currently over-spending.

3. Description of service area and proposal

Cuts proposal*

It is firstly important to note that the budget for child placements is significantly overspending at present. All the savings listed below are in train already and are contributing to a reduction in the overspend in this financial year. The proposals will reduce the overspend, but given the scale of current spend here they are not anticipated to lead to additional cuts in the budget over the next 3 years. Managing the budget with little or no overspend however removes some future financial risks to the Council.

3. Partner contributions to children in care placements

It is estimated that this should generate a minimum of £1.2M savings over the next two years. Work is still underway to achieve this including an in-year reduction in expenditure and the level of savings may increase. Actions include ensuring that the education costs for care placements are fully attributed to the High Needs Block of the DSG. Ensuring that young people who are eligible for Housing benefit claim this and the cost of the accommodation is reduced in recognition of the contribution the benefit makes to this cost. Finally discussions are currently taking place with the CCG to develop a process for agreeing Health contributions to care placement costs where an element of the support provided is health care.

4. Staffing savings

As part of the CSC improvement programme a target of 90% permanent staffing has been set (20/21). In recent months there have been successful recruitment rounds and this target is felt to be achievable. An increase in permanent staff and therefore a reduction in agency social care staff is anticipated to lead to a saving of £430k.

5. Care leaver accommodation costs & UASC grants

A total saving of £300k for 2021/22 is anticipated based on ensuring that the UASC grant for care leaver costs is fully claimed for. In addition work has already started with Housing to develop accommodation pathways for both young people under the age of 18 who become homeless (Children's Services have a statutory requirement to accommodate young people in this situation) and also care leavers. It is difficult to quantify this saving at present but a figure assuming a 5% reduction in costs is currently assumed. Work is underway at present to develop improved housing pathways that should also be cheaper than the current arrangements. Once this work is completed the savings figure should increase, in particular for Year 2 after any investments in new accommodation and support have been made.

6. Increase in in-house foster care

The Council is dependent on a high number of foster carers who are employed by independent foster agencies. Such placements are significantly more expensive than in-house placements. There have been attempts previously to increase the number of in-house carers, but with equal numbers of foster carers being lost, we have not achieved a net gain. A more fundamental review of our current service offer will be taking place and work with our communications team, to upscale our advertising campaigns to recruit new carers is required. In year one this will require some investment that will off-set any savings achieved. An estimate of £250k savings in both Year 2 and Year 3 are currently assumed.

7. Reduction in SGO payments

3. Description of service area and proposal

Financial support for carers who look after a child through a Special Guardianship Order is currently being reviewed with an estimate of a saving of £60k.

8. Improvement in the value for money of commissioned placement costs

In the current financial year a range of actions are already under way to reduce the average unit cost for all children in care external placements (Independent Fostering and Residential placements). The placement service and processes are subject to a review, to create efficiencies. Over and above the reduction in costs this year a further reduction of £250k is assumed for next year. This figure should increase further once the full impact of current changes have been felt.

Mitigating Actions for 21/22

Actions currently underway have generated a significant reduction in expenditure. The actions listed above should continue with this direction of travel.

4. Impact and risks of proposal

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

The actions listed above should not have a negative impact on the quality of care and in many cases should lead to an improvement in the service offer. These proposals do not involve denial or downgrading of services to protect children and young people: quite apart from the Council's strong commitment to the safety and wellbeing of our most vulnerable children, the services concerned are governed by strict statutory requirements.

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

Some of the actions taken previously to manage demand, for example for high-cost placements, have not delivered the savings anticipated. The current proposals are being closely monitored by both the Executive Director for Children and Young People and the Executive Director for Finances and Resources, together with the two Cabinet Members. All of these savings have been achieved in other Local Authorities.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	56,103	-3,834	52,269	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Partner Contributions	600	600		1200
Staffing savings	215	215		430
Care leaver accommodation costs	200	100		300
Increase in in house foster carers		250	250	500

5. Financial information				
Special Guardianship	60			60
Value for money placements	250	250		500
Total	1325	1415	250	2990
% of Net Budget	2.9%	2.9%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	Yes	No	yes
If DSG, HRA, Health impact describe:		Re-alignment of some costs to the DSG HNB		Some recharge to the CCG for health related costs

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

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

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

8. Service equalities impact

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

No

9. Human Resources impact

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

No

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

None

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

1. Cuts proposal	
Proposal title:	Reducing costs of care for Adults with a Learning disability and Young people transitioning to adulthood
Reference:	F-06
Directorate:	Communities
Director of Service:	Tom Brown
Service/Team area:	Adult social care/ joint commissioning
Cabinet portfolio:	Deputy Mayor Cllr Chris best
Scrutiny Ctte(s):	HCSC/PAC

2. Decision Route			
Cuts proposed:	Key Decision*	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
	Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution		
	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Adults with a Learning disability. From a benchmarking analysis using performance and financial data undertaken in 2018/19 we have identified that we have low take up of meeting the Continuing healthcare eligibility and very few cases that are jointly funded with health despite the needs being complex, particularly in relation to managing challenging behavioural needs.</p> <p>Transitions As part of the development of a preparing for adulthood strategy and plans to establish closer working arrangements across adult social care service and children with disabilities and special educational needs. We are profiling all of our contracts to develop more cost effective options to meet needs agreed within EHCP's. There is an increased cost pressure every year of c£1m as young people with complex needs transition. We have around 30-35 young people coming into adulthood each year and the average cost is £1500 per week – but many are more than £3000 per week. The plans are aimed at reducing costs with local provision, ensuring that Continuing Health Care appropriately funds care and that ongoing education costs that should be within the Higher Needs block of the Dedicated Schools Grant.</p>
Cuts proposal*
There are 800K of unachieved savings for 20/21. We are proposing to achieve 760k savings for 21/22 and to further manage cost pressures anticipated at 1m
Mitigating Actions for 21/22
This is a scheme to improve the experience of Transitions and the outcomes that they can achieve in their lives. Reducing institutional provision and supporting independence.

4. Impact and risks of proposal

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

Although assessed needs will be met in accordance with legislation. This may not meet the expectations regarding parental and carer choice.

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

The savings proposal will require a programme of whole system engagement across children's and adults joint commissioning in order to develop in borough opportunities for care and support for AWLD and for young people transitioning to adulthood. This is also reliant on other parts of the council including housing, education and also external colleges and providers.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	121.5m	55.4m	66.1m	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
AWLD placements	760			760
Total	760			760
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

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

7. Ward impact

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

8. Service equalities impact

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

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No						
Workforce profile:						
Posts	Headcount in post	FTE in post	Establishment posts	Vacant		
				Agency / Interim cover	Not covered	
Scale 1 – 2						
Scale 3 – 5						
Sc 6 – SO2						
PO1 – PO5						
PO6 – PO8						
SMG 1 – 3						
JNC						
Total						
Gender	Female	Male				
Ethnicity	BME	White	Other	Not Known		
Disability	Yes	No				
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed		

10. Legal implications

State any specific legal implications relating to this proposal:
These proposals will take account and meet requirements of the following legislation:

10. Legal implications

The care Act 2014, National framework for NHS CHC, Children's and Young people's Act 1989 and 2008, Children's act 1989,2004, 2010, and The breaks for carers of Disabled children regulation 2011.

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal

Proposal title:	Reducing ASC costs associated with care and support - Enablement
Reference:	F-07
Directorate:	Communities
Director of Service:	Tom Brown
Service/Team area:	Adult social care/ Joint commissioning
Cabinet portfolio:	Deputy Mayor Cllr Chris Best
Scrutiny Ctte(s):	M&C, HCSC, PAC

2. Decision Route

Cuts proposed:	Key Decision*	Public Consultation Yes and Statutory vs informal	Staff Consultation Yes and Statutory vs informal
	Yes See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution		
	YES	YES	YES

3. Description of service area and proposal

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

The Enablement service, provides short term intervention up to 6 weeks to support people to get back to an optimum level of independence following a hospital stay or to prevent the need for a hospital admission. The service aims to reduce or delay the need for longer term care.

This proposal seeks approval to explore the potential of commissioning the service from external providers to reduce ASC expenditure and contribute towards savings.

Cuts proposal*

This proposal seeks approval to provide the above mentioned service in a more cost effective way.

The costs of the In-house **Enablement service** amounts to 1.9m funded from the BCF and charges to service users. This can be provided by an external provider for a saving of at least 10% (i.e.c200k)

4. Impact and risks of proposal

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

The impact of these proposals will be a combination of redundancies and TUPE arrangements for the staff currently employed by the Council within the in-house service area, namely the Enablement service.

4. Impact and risks of proposal

We will hold existing vacancies, which can be filled by interim staff over the winter period, to ensure we minimise the number of people made compulsory redundant.

Market intelligence suggests that the availability and quality of external Enablement Services may take a time to develop to deliver the outcomes required in reducing the use of long term care and supporting people to maintain independence.

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

These savings would not be delivered in 21/22 but could potentially achieve cost efficiencies from 22/23 onwards subject to approval and availability in the care market place.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	121.5m	55.4m	66.1m	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Enablement – c. 10% gross budget		200k		
Total		200k		
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

	Corporate priorities
1.5	<ol style="list-style-type: none"> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities
2.1	
3.4	
4.7	
5.8	
6.6	
7.3	

6. Impact on Corporate priorities: list in order of DECREASING impact

8.2	8. Good governance and operational effectiveness
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7. Ward impact

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

8. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	H	Pregnancy / Maternity:	
Gender:	H	Marriage & Civil Partnerships:	
Age:	H	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	H
For any High impact service equality areas please explain why and what mitigations are proposed:			
This would impact on lower paid workforce that as higher numbers of women and members of staff from BAME communities.			
Is a full service equalities impact assessment required: Yes / No			Yes

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No					YES
Workforce profile: Enablement					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2	1	0.71			
Scale 3 – 5	70	61.6		2	
Sc 6 – SO2	11	10		3	
PO1 – PO5	5	4		3	
PO6 – PO8					
SMG 1 – 3	1	1			
JNC					
Total	86	77.3			
Gender	Female	Male			
	64	22			
Ethnicity	BME	White	Other	Not Known	
	53	32		3	
Disability	Yes	No	PNTS	Not known	
	4	34	22	29	
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	PNTS
	51	2		2	31

10. Legal implications

State any specific legal implications relating to this proposal:

Care Act 2014
TUPE regulations

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal

Proposal title:	Reducing ASC costs associated with care and support – Telecare/Linkline
Reference:	F-08
Directorate:	Communities
Director of Service:	Tom Brown
Service/Team area:	Adult social care/ Joint commissioning
Cabinet portfolio:	Deputy Mayor Cllr Chris Best
Scrutiny Ctte(s):	M&C, HCSC, PAC

2. Decision Route

Cuts proposed:	Key Decision*	Public Consultation Yes and Statutory vs informal	Staff Consultation Yes and Statutory vs informal
	<p>Yes</p> <p>See para 16.2 of the Constitution</p> <p>https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</p>		
	YES	YES	YES

3. Description of service area and proposal

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

The Linkline service, a telecare/Linkline service provided by a team within the ASC directorate. This is a call response and visiting service to vulnerable residents who make contact via the Linkline installation if they need help and assistance or are in crisis, for example, they may have fallen. The service has over 4,000 users.

The Telecare/Linklineservice offers a visiting service and prevents the need to call the emergency services where appropriate.

This proposal seeks approval to explore the potential of commissioning the services from external providers to reduce ASC expenditure and contribute towards savings.

Cuts proposal*

This proposal seeks approval to provide the above mentioned services in a more cost effective way.

The costs of the in house **Telecare / Linkline service** amounts to 1.1m. This includes the cost for staffing equipment and licensing charges to Tunstall, the provider of equipment. There has been additional expenditure caused by the delay to upgrade the equipment by the provider. The impact of this delay has resulted in the loss of our existing partner organisation who provided disaster recovery assistance as their system is digital and ours remains analogue. There are additional costs of 35k associated with employing additional night staff to provide support and conform with lone working and Health and Safety requirements. It is estimated that the service can be provided by an external provider for a saving of at least 10% (i.e. 100k)

4. Impact and risks of proposal

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

The impact of these proposals will be a combination of redundancies and TUPE arrangements for the staff currently employed by the Council within the in-house service areas namely the Telecare/Linkline,

It is possible that there will be some compulsory redundancies, whilst this risk cannot be completely mitigated, we will work with external agencies to ensure staff TUPED should we commission a similar service.

Initial market testing indicates that providers are unlikely to be willing to provide a like for like service, this could lead to increased pressures on the London Ambulance Service and A&E as the current service provides a home response which results in hospital avoidance whenever possible, it may also lead to a more negative experience for service users.

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

These savings would not be delivered in 21/22 but could potentially achieve cost efficiencies from 22/23 onwards subject to approval and availability in the market place.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	121.5m	55.4m	66.1m	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Linkline – c. 10% gross budget		100k		
Total		100k		
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

1.5

Corporate priorities

2.1

1. Open Lewisham
2. Tackling the Housing Crisis

6. Impact on Corporate priorities: list in order of DECREASING impact	
3.4	3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
4.7	
5.8	
6.6	
7.3	
8.2	

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

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	H	Pregnancy / Maternity:	
Gender:	H	Marriage & Civil Partnerships:	
Age:	H	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	H
For any High impact service equality areas please explain why and what mitigations are proposed:			
This would impact on lower paid workforce that as higher numbers of women and members of staff from BAME communities.			
Is a full service equalities impact assessment required: Yes / No			Yes

9. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					YES
Workforce profile: Linkline					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	2	2		1	
Sc 6 – SO2	11	11		4	
PO1 – PO5	1	1			
PO6 – PO8					
SMG 1 – 3					
JNC					
Total	14	14		5	
Gender	Female	Male			

9. Human Resources impact					
	7	7			
Ethnicity	BME	White	Other	PNTS	Not known
	4	13			1
Disability	Yes	No	PNTS	Not known	
	1	7	6		
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	PNTS
	5	1			8

10. Legal implications
State any specific legal implications relating to this proposal:
Care Act 2014 TUPE regulations

11. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc.), implementation:	
Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal	
Proposal title:	Reducing ASC costs associated with care and support – Passenger Transport
Reference:	F-09

1. Cuts proposal	
Directorate:	Communities
Director of Service:	Tom Brown
Service/Team area:	Adult social care/ Joint commissioning
Cabinet portfolio:	Deputy Mayor Cllr Chris Best
Scrutiny Ctte(s):	M&C, HCSC, PAC

2. Decision Route			
Cuts proposed:	Key Decision*	Public Consultation	Staff Consultation
	Yes See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Yes and Statutory vs informal	Yes and Statutory vs informal
	YES	YES	YES

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Transport services, are available to service users who have eligible social care needs and who attend day opportunities as part of their care and support plan.</p> <p>The service is provided by Lewisham Passenger transport services. This proposal seeks approval to explore the potential of commissioning the service from external providers to reduce ASC expenditure and contribute towards savings.</p>
Cuts proposal*
<p>This proposal seeks approval to provide the above mentioned service in a more cost effective way.</p> <p>ASC contributes 1.7-2m towards the costs of the Council run Passenger transport service. The service provides transport to service users who attend building based day opportunities. A review of transport requirements for this cohort of service users was undertaken using activity levels from 19/20. This suggested that a savings of 600k could be achieved by using alternative transport provision as well as improving the quality and personalised provision. This savings could potentially be further increased as a consequence of the impact of the COVID pandemic and social distancing guidelines as the need for building based day care has been further reduced.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The impact of these proposals will be a combination of redundancies and TUPE arrangements for the staff currently employed by the Council within the in-house service area, namely passenger transport services.

4. Impact and risks of proposal

It is possible that there will be some compulsory redundancies, whilst this risk cannot be completely mitigated, we will work with external agencies to ensure staff TUPED should we commission a similar service.

The impact of this for services users would be more personalised service that considers their ability to travel independently if possible,

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

These savings would not be delivered in 21/22 but could potentially achieve cost efficiencies from 22/23 onwards subject to approval and availability in the care market place.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	121.5m	55.4m	66.1m	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Passenger Services	600k			
Total	600k			
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

1.5	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
2.1	
3.4	
4.7	
5.8	
6.6	
7.3	
8.2	

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

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	H	Pregnancy / Maternity:	
Gender:	H	Marriage & Civil Partnerships:	
Age:	H	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	H
For any High impact service equality areas please explain why and what mitigations are proposed:			
This would impact on lower paid workforce that as higher numbers of women and members of staff from BAME communities. Reducing the ASC contribution to LPS could make the service unviable in current delivery form and would impact on transporting children to and from school.			
Is a full service equalities impact assessment required: Yes / No			Yes

9. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					YES
Workforce profile: Passenger and Fleet Services					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	68	51.94		5	
Sc 6 – SO2	43	40.6		4	
PO1 – PO5	7	7			
PO6 – PO8	3	3			
SMG 1 – 3	1	0.6			
JNC					
Total	122	103.14		9	
Gender	Female	Male			
	61	61			
Ethnicity	BAME	White	Other	PNTS	Not known
	62	48			12
Disability	Yes	No	PNTS	Not known	
	3	77	5	37	
Sexual orientation	Heterosexual	Gay/Lesbian	PNTS	Not known	
	75	1	42	4	

10. Legal implications
State any specific legal implications relating to this proposal:
Care Act 2014 TUPE regulations

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5

1. Cuts proposal

Proposal title:	Early Help (Children & Family Centres)
Reference:	F-10
Directorate:	CYP
Director of Service:	Pinaki Ghoshal (Vacancy for current Director)

1. Cuts proposal

Service/Team area:	Joint Commissioning
Cabinet portfolio:	Chris Barnham
Scrutiny Ctte(s):	Luke Sorba

2. Decision Route

Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Reduction in contract value of the contract for Children & Family Centres	Yes	No statutory consultation required	No as this is a commissioned service

3. Description of service area and proposal

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

A reduction in the value of the contract for the externally provided Children & Family Centres

Cuts proposal*

This proposal is part of a much wider change programme to develop a comprehensive early help and prevention system that provides earlier support for families in need and avoids then requiring a later statutory intervention. As well as improving the service offer to families in need, it will reduce the number of families requiring more expensive interventions later on and will contribute in the future to savings in Children's Social Care (staffing costs and placement costs).

As part of this proposal there will be the development of an in-house Family Support team who are likely to operate out of 3 geographically placed 'Family Hubs.' Funding for this new service comes from changes to a number of contracts including the Children's Centre contracts, Youth Services and the Family Support team currently sitting with an external contractor, Polaris (previously Core Assets). This will involve the transfer of some staff from external organisations into the Council to form the new Family Support Teams. A continuation of at least 60% of the current Troubled Families grant is also assumed (early indications suggest that this grant will continue).

Children & Family Centres provide a mix of universal and targeted services primarily focussed on families with younger children. The wider redesign of the Early Help & Prevention offer will involve the development of Family Hubs which will offer a wider range of services to families, including those with older children. The detail of these changes are still in development and it is proposed that a report come to Mayor & Cabinet in December 2020 seeking a decision to make these changes. Some universal activity may need to involve charging.

3. Description of service area and proposal

In addition to this service reconfiguration, a cut to the value of the contract for Children's Centres is proposed of £200k. Targeted services will be protected, but there will be a reduction in their universal free offer to families. Alongside the £200k saving, other budgets will be used to redesign the current services in order to ensure there is a more joined up preventative and early help service in Lewisham so that there is a clearer focus on supporting our most vulnerable families. This is a key recommendation of the Ofsted report for Lewisham published in 2019.

Mitigating Actions for 21/22

The redesign of a wider Early Help service will reduce current duplication across different teams and ensure that a more comprehensive offer is in place for families.

4. Impact and risks of proposal

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

There will be a reduction in some of the universal services currently provided to families with younger children

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

The change outlined in this proposal is part of a much wider re-design of Early Help services. Engagement with front line staff and service users will take place during October and November 2020

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	2,500			
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Reduction in contract value	200			200
Total	200			200
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes			
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

1. Giving Children and young people the best start in life

2. Delivering and defending: health, social care & support

Corporate priorities

1. Open Lewisham
2. Tackling the Housing Crisis

6. Impact on Corporate priorities: list in order of DECREASING impact	
3.	3. Giving Children and young people the best start in life
4.	4. Building an inclusive local economy
5.	5. Delivering and defending: health, social care & support
6.	6. Making Lewisham greener
7.	7. Building safer communities
8.	8. Good governance and operational effectiveness

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

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Medium	Pregnancy / Maternity:	High
Gender:	High	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Medium
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>Children's centres users are primarily women and mothers. As a key service in the delivery of our 0-5 pathway, any changes to the service are likely to have a greater impact on women, and on women who are pregnant or in their maternity particularly. Maternity and birth outcomes are poorer for BAME women.</p> <p>Proposed changes to our 0-5 offer will include a full EAA to identify actions to mitigate this potential impact on women, women who identify as BAME and those who are pregnant especially.</p> <p>Lewisham's Maternity Voices Partnership has been consulting with members to improve services and outcomes for woman who are BAME, and this will be fed into any proposed changes.</p> <p>In the development of proposals, we will be reviewing access to support both digitally and physically, and looking to provide a more flexible access to support available.</p> <p>Our Health visiting service continues its high performance, and we seek to strengthen further our existing integration of services for families with young children to streamline our support and improve experiences for new parents.</p> <p>We will also seek to strengthen our partnership delivery with voluntary and community groups, which provides an opportunity to both create more resilient, trained and confident communities and a source of universal activities for the under 5s.</p>			
Is a full service equalities impact assessment required: Yes / No			

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

9. Human Resources impact

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

Current contract may need to be extended with a variation.

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

1. Cuts proposal

Proposal title: Housing – Optimise distribution of NRPF budget

Reference: F-12

1. Cuts proposal

Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Fenella Beckman
Service/Team area:	Housing
Cabinet portfolio:	Housing and Planning
Scrutiny Ctte(s):	Housing Select Committee

2. Decision Route

Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Optimise distribution of NRPF budget	No	No	No

3. Description of service area and proposal

Description of the service area (functions and activities) being reviewed:
The service supports families with children who have no recourse to public funds.
Cuts proposal*
Build on emerging best practice and experience to ensure clients with no recourse to public funds achieve regularised status and therefore are enabled to access the appropriate financial support available through various national benefit schemes. As a result of applying the best practice, the number of cases (no. of families) that needed our support has reduced significantly over the last few years. This has resulted in a reduced budget requirement and enables us to make the savings of £300k from financial year 21/22. Mitigating Actions for 21/22

4. Impact and risks of proposal

Outline impact to service users, partners, other Council services and staff:
No impact as we are currently managing to deliver the service to households with children well within existing budget and what is being offered up is existing underspends.
Outline risks associated with proposal and mitigating actions to be taken:
No Impact

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA	?	?		
DSG	NA	NA		
Health	NA	NA		
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Demand Management – optimise distribution of NRPF budget	300			300
Total	300			300
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
If DSG, HRA, Health impact describe:				

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

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

13. Service equalities impact

Expected impact on service equalities for users – High / Medium / Low or N/A

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	

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

Is a full service equalities impact assessment required: Yes / No	No
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14. Human Resources impact

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

No

Workforce profile:

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

15. Legal implications

State any specific legal implications relating to this proposal:

This is a re-distribution of the budget. In the event there are proposals to materially change the service provision as a consequence, then an equalities assessment will be required.

16. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

1. Cuts proposal

Proposal title:	Street Cleansing - 5% Budget Saving Option for year 2022 - 2023
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1. Cuts proposal

Reference:	F-15
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Zahur Khan
Service/Team area:	Cleansing
Cabinet portfolio:	Cllr Sophie McGeevor - Cabinet Member for Environment and Transport
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route

Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
	Y	N	Y

3. Description of service area and proposal

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

- It is proposed that a service review, for all environmental operations, be undertaken in 2020/21, to provide a full operational and management model for the borough based on a menu of options and approaches, using best practice and industry standards. This review would inform the future shape of services including any efficiencies and capital requirements
- The current service model for cleansing requires investment in mechanical sweeping machines to enhance and improve the service for the residents of the borough
- This is linked to the growth proposals around an Integrated Intelligence Hub and Environmental Enforcement.
- Cleansing Services has been cut by over 30% since 2011 and benchmarking has shown that the service is 11th in London on Cost per Km (12th when considered on Cost per Head of Population) and 2nd lowest in Inner London.

Cuts proposal*

However, if it was deemed necessary to remove resource from this area and prejudice the Environmental Operations review, 5% could be removed from the budget. This would involve:

- Reducing the geographical working areas from 4 to 3 areas across the borough.
- Delete 1 x Mobile team – 4 staff.
- Reorganise the Intensive Town Centres street sweeping beats and reduce the number of staff from 22 to 1

In this option the current frequency of residential sweeping will be unaffected

Mitigating Actions for 21/22

3. Description of service area and proposal

- It is proposed that a service review, for all environmental operations, be undertaken in 2020/21, to provide a full operational and management model for the borough based on a menu of options and approaches, using best practice and industry standards. This review would inform the future shape of services including any efficiencies and capital requirements and will give the opportunity, next summer as part of the 2022/23 budget cycle, to decide on any reductions in 202/23 and 2023/34 based on a detailed and evidenced piece of work which also may allay fears and allow for greater efficiencies.
- The current service model requires investment in mechanical sweeping machines to enhance and improve the service for the residents of the borough
- This is linked to the growth proposals around an Integrated Intelligence Hub and Environmental Enforcement

4. Impact and risks of proposal

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

- Street Sweepers blue bags and small fly tips will remain out on the streets longer.
- With only 3 mobile teams to cover the whole of the borough, we will have to prioritise work more effectively and efficiently, and undertake to provide a more agile service but there would be delays
- There will be a number of staff affected that may have to be made redundant.
- There will be an increase in the number of complaints by residents.
- An adverse impact on the perception of the borough in terms of cleanliness, attractiveness and management of the local environment,

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

- Prioritisation of those roads swept based on need
- Communications around the service changes
- Change in approach to complaints around cleansing
- We would need to explore our methodology including an enhanced level of mechanisation, use of zoning and possible hybrids of cleansing and litter picking. This is linked to the proposed Environmental Operations review and the growth proposals around an Integrated Intelligence hub and Environmental Enforcement. Tying these together and ensuring the deadline will be essential
- Capital investment is required for mechanical sweeping and the savings contained within this paper.
- The procurement timeline for new fleet and equipment is critical to meeting the 1st April 2022 implementation. Given the impact of Covid-19 on procurement, construction and delivery, there is a risk that this could be moved back to 1st April 2023.
- This proposal to complete the Environmental Operations review, which will include possible phasing and any opportunities around this, will give the opportunity, next summer as part of the 2022/23 budget cycle, to decide on any reductions in 202/23 and 2023/34 based on a detailed and evidenced piece of work which also may allay fears and allow for greater efficiencies.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	7,059	642	6,417	

5. Financial information				
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
	0	330	0	330
Total	0	330	0	330
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	No	No	No
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact	
1. Making Lewisham greener	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
2. Good governance and operational effectiveness	
3. Building safer communities	
4. Open Lewisham	
5.	
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7. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	All
	If impacting one or more wards specifically – which?
	All

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

8. Service equalities impact

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

9. Human Resources impact

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

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

The Environmental Protection Act 1990 and DEFRA Code of Practice

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget

11. Summary timetable

March 2021 – March 2022	There would be a need to ensure that the Environmental Operations review and the subsequent procurement tie in with the timeline for the 1 st April 2022
April 2022	Cuts implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

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Appendix 1 Public Realm Budget and Delivery Approach 2020-2024

1. Overview

1.1 This appendix sets out:

- the approach to making more significant service changes and efficiencies over the next 3-year budget cycle, linking the current proposals for savings/cuts with complementary investment proposals
- current proposals including those that are deemed high risk

2. Strategy and Staging for change and improvement

3.1 To move the Division forward to a point where it operates on the basis of agile, demand led and prioritised services, with the potential to deliver further efficiencies, a twin track approach is required.

3.2 This approach will comprise:

Stage 1 – Development

- A small element of initial investment to address fundamental flaws in the current operation, as already submitted as part of the 2021/22 budget process. This will provide a small strategic resource to develop the forward planning and delivery capacity required to address future growth and pressures as well as corporate and political priorities.
- Concurrent to this, a number of service reviews will be undertaken to look at the current situation, future pressures and demands and to assess alternative service delivery models.

Stage 2 – Implementation

- Following the above work, a fuller, evidenced picture of the nature and shape of services will be available as well as details of the challenges and opportunities facing them in coming years.
- In most areas, there will be options and associated outcomes identified that will provide a menu-based approach based on intelligence and priority and corresponding opportunities around cost.

4. Stage 1 – Development

4.1 At this stage, a small element of initial investment required to move forward the necessary service development and change. Table A shows the investment put forward as growth within the 2021/22 budget process.

Table A – Invest to Save/Develop

Investment	2021/22	2022/23
Commercial operations and Development	150	
Integrated intelligence Hub	120	
Environmental Enforcement	250	250
Waste Strategy and Delivery	120	
Environmental Operations - Street Cleansing	500k-1m Capital plus £25k one-off	

Note: figures shown are £000,000

4.2 This investment will need to be supplemented by a number of reviews and service changes of which the following 3 in particular are linked directly to the budget proposals and more detail is contained within specific proposals:

- Environmental Operations Review
- Commercial and Green Waste – Commercial Review and Marketing Strategy
- Lewisham Waste Strategy and Delivery Plan

5. Stage 2 - Implementation

5.1 Following the above work, and other reviews that will be undertaken in and across Public Realm, a fully evidenced and deliverable programme for service change with options will be available. This will then be able to provide a range of choices for members to consider.

6. Efficiencies for 2021/22 and beyond

6.1 Table B shows the efficiencies proposed for 2021/22 onwards in the first round of the 2021/22 budget cycle process.

Table B – Savings proposed for 2020/21 to 2023/24

Saving	2020/21	2021/22	2022/23	2023/24	RAG
Bin repairs and Deliveries		100			Green
Waste Minimisation			250		Yellow
Waste Diversion		789			Red
Cleansing Option 1 (5%)			330		Red

Cleansing Option 2 (10%)			650		
Cleansing Option 3 (15%)			970		
Climate Change – Parking Zones			*****		
Climate Change - Safety	***	***			
			1220		
		889 max.	Max.		

Note: figures shown are £000,000

6.2 In the main, these were straight forward basic cuts to services or radical changes to our approach around waste disposal: Expand a bit

- Bin replacement administration charge. This is based upon 9866 bins per annum, using 2019/20 figures, with an administration charge of £25. £100,000 as a sensible initial target although there is the potential of up to £246,000 in 2021/22.
- Waste minimisation – This would be linked to our new Waste Strategy and Delivery Plan and would look to reduce tonnages produced within the Borough. This requires a mix of extensive engagement and behaviour change, waste restriction on bins and longer frequencies for collections (towards 3 weeks) amongst others. As stated above in the report, this requires much more detailed work for a more detailed figure and to map out longer term gains such as direct savings as well as importantly providing necessary cost aversion.
- Waste Diversion – This was a radical, savings only proposals to divert tonnages from our recycling stream to SELCP for incineration. However this would undermine our recycling approach, put us into conflict with the Mayor for London and significantly and adversely impact our current recycling rate. This was estimated at £789k in 2021/22
- Street Cleansing cuts. These would be purely on-street reductions and although we would try to minimise the impact of these by being agile etc., none of the benefits of a full review and an alternative service model would be applicable if taken in advance, e.g. before 2022/23. Given the sensitive nature of street cleansing on the perception of the borough, it is recommended that the reviews mentioned above be undertaken before any decision is taken.
 - 5% - £330k
 - 10% - £650k
 - 15% - £970k

- Climate Change - Safety – To expand the current function within Parking, for the use of enforcement cameras for box junctions. This would primarily be targeted towards improving road safety and reducing injuries within the borough and meeting our and the Mayor for London’s targets.
- Climate Emergency – Parking Zones – One of our strongest tools to reduce car dependence and increase more sustainable modes of transport such as walking and cycling, is the use of parking controls. To meet the challenge of the Climate Emergency in Lewisham, extending our CPZs borough wide would be a key tool as part of the Councils approach to tackling the Climate Emergency and reducing the impact of the car on the environment and health.

DRAFT

1. Cuts proposal	
Proposal title:	Waste Minimisation for 2023 - 2024
Reference:	F-16
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Zahur Khan – Director, Public Realm
Service/Team area:	Commercial Operations
Cabinet portfolio:	Cllr Sophie McGeevor - Cabinet Member for Environment and Transport
Scrutiny Ctte(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed:	Key Decision*	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
	Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution		
	Yes	Yes	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>We have successfully submitted our Reduction and Recycling Plan (RRP) to the Mayor for London, setting out how we contribute to his targets as per the London Environment Strategy. What is absent, however, is a more detailed and specific Lewisham focussed approach. In particular, a comprehensive delivery plan that enables us to be able to fully understand the opportunities and challenges within the Borough to successfully reduce the environmental and financial cost of waste.</p> <p>We now urgently need to start on a new Lewisham Waste Strategy and Delivery Plan. This will pick up on the need to reduce waste, to work towards a wider circular economy as well as the 3 Rs (Reduce, Recycle and Reuse). The Council has already recognised that this needs to be undertaken but we need to ensure that this is prioritised and supported corporately. A number of specific elements of this are considered urgent:</p> <ul style="list-style-type: none"> • Participation and Composition Surveys to understand the blockages and potential within waste streams and able to inform the direction of priority and necessary resource. • Establishment of a Blocks resource to move on the estimated 40% of properties within the borough that are in blocks, regardless of tenure. • To review and implement a clear policy and recommendation for new developments and build. • To ensure that the above will all run in parallel with the main Strategy and Delivery Plan. The main strategy will identify further areas for improvement and

3. Description of service area and proposal

expansion by location, tenure and type. It is critical that that colleagues in Housing and RPs are fully involved in this process and that we co-produce any pilots, trials and fully implemented schemes.

- Commencement of the tonnage/financial model with corporate colleagues along with stronger governance of Lewisham as a unitary authority to recognise the impact that waste has on the Councils financial resource.
- The focus must be waste minimisation and reuse followed by recycling and look towards, wherever possible, a circular economy
- Work with other similar unitary authorities or waste authorities for partnership approach going forward from sharing procurement opportunities to a possible quasi/informal waste authority, to reduce costs or to provide alternative approaches, services, uses or disposal routes.
- Introduction of a corporate governance board mirroring the approach from other Waste Authorities and reflecting the importance and scale of the impacts and finances of waste streams and allowing the development robust plans to reduce costs and impact or cost aversion.
- Behaviour Change – This is one of the most important areas for influencing demand on services. The need for a comprehensive Education and Engagement approach around Waste minimisation and then recycling is critical in successfully meeting our ambitions and reducing costs and future cost aversion.

This saving is based upon our new Waste Strategy and Delivery Plan and would look to reduce tonnages produced within the Borough. This requires a mix of extensive engagement and behaviour change, waste restriction on bins and longer frequencies for collections (towards 3 weeks) amongst others.

Cuts proposal*

- Currently the Council provides 180l wheelie bins to street-based properties for their residual waste.
 - Domestic waste to SELCHP for 19/20 was 84,125 tonnes.
 - 60% of properties are kerbside
 - Therefore 60% would be – 50,475 tonnes in 20/21
 - Change the capacity of bins from 180l to 110l would be around a 30% reduction
 - However, it would be sensible to assume some element of this transfer to recycling. If this was via Bywater's this would see this sum impacted. A trial would allow this level of transfer to be assessed and costed, along with evidence from other authorities.
 - The reduction in capacity would also need to be modelled in terms of impact on collection capacity and routing of vehicles and rounds and could see a reduction in resource required, with effective compaction.
- As part of a Waste minimisation campaign, there are 2 options for further investigation and potential implementation:
 - the possibility of extending fortnightly collections to a three-weekly

3. Description of service area and proposal

frequency. A full cost analysis and risk assessment to be undertaken. This could be done by targeting pilot projects. The use of pilot projects would provide tangible evidence as to the effect three weekly collections may have moving forward.

- Limiting the volume further with the introduction of 110L bins substituted for the current 180l ones. Areas that have done this have seen waste streams adapt and been able to make efficiencies
- We would need to consider the impact on larger families and other agreed needs and provide a clear criterion for any exemptions
- Recommend to trial this in late 2021/22 for evaluation and potential implementation in 2023/24.
- Requires capital investment to swap all bins.
- Potential reduction in size of fleet necessary.
- Other alternative measures to be developed to meet our environment aspirations and efficiencies
- Further work with Resource London

Mitigating Actions for 21/22 onwards

- It is proposed that a service review for environmental operations be undertaken, to provide a full operational and management model for the borough based looking at a menu of options and approaches, using best practice and industry standards. This review would inform the future shape of services and efficiencies including capital requirements
- Development of a Lewisham Waste Strategy and Delivery Plan to inform the shape of future services and approach to waste and recycling within the authority and shaping the proposals with this saving area.
- This is also linked to the growth proposals around an Integrated Intelligence Hub and Environmental Enforcement.

4. Impact and risks of proposal

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

- Potential for fly tipping.
- There will be an increase in the number of complaints by residents.
- Potential for greater savings and cost aversion in future years.

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

- Extensive Communications and engagement around the service changes
- Change in approach to complaints
- We would need to ensure joined up working with Environmental Enforcement.
- Capital investment is required for new bins
- Other alternative measures to be developed to meet our environmental aspirations and efficiencies

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,670	0	4,670	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
	0	0	250	250
Total	0	0	250	250
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	No	No	No
If DSG, HRA, Health impact describe:				

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

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

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

8. Service equalities impact

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

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	5	5			
Sc 6 – SO2	7	7		1 plus 1 grade NK	
PO1 – PO5	2	1.6			
PO6 – PO8	1	1			
SMG 1 – 3	1	1			
JNC					
Total	16	15.6		2	
Gender	Female	Male			
	7	9			
Ethnicity	BME	White	Other	Not Known	
	3	13			
Disability	Yes	No	PNTS	Not known	
		7	3	6	
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	PNTS
	12	1			3

10. Legal implications

State any specific legal implications relating to this proposal:

- Government targets for Waste including recycling and minimisation
- The Mayor for London's Environment Strategy and its Reduction and Recycling Plan (RRP) process

11. Summary timetable

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

Month	Activity
-------	----------

11. Summary timetable	
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021 – March 2023	<ul style="list-style-type: none"> • Development of Waste Strategy • Review of Environmental Operations • Potential Pilots
April 2023	Service Changes implemented

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes.

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Appendix 1 Public Realm Budget and Delivery Approach 2020-2024

3. Overview

3.1 This appendix sets out:

- the approach to making more significant service changes and efficiencies over the next 3-year budget cycle, linking the current proposals for savings/cuts with complementary investment proposals
- current proposals including those that are deemed high risk

4. Strategy and Staging for change and improvement

3.1 To move the Division forward to a point where it operates on the basis of agile, demand led and prioritised services, with the potential to deliver further efficiencies, a twin track approach is required.

3.2 This approach will comprise:

Stage 1 – Development

- A small element of initial investment to address fundamental flaws in the current operation, as already submitted as part of the 2021/22 budget process. This will provide a small strategic resource to develop the forward planning and delivery capacity required to address future growth and pressures as well as corporate and political priorities.
- Concurrent to this, a number of service reviews will be undertaken to look at the current situation, future pressures and demands and to assess alternative service delivery models.

Stage 2 – Implementation

- Following the above work, a fuller, evidenced picture of the nature and shape of services will be available as well as details of the challenges and opportunities facing them in coming years.
- In most areas, there will be options and associated outcomes identified that will provide a menu-based approach based on intelligence and priority and corresponding opportunities around cost.

4. Stage 1 – Development

4.1 At this stage, a small element of initial investment required to move forward the necessary service development and change. Table A shows the investment put forward as growth within the 2021/22 budget process.

Table A – Invest to Save/Develop

Investment	2021/22	2022/23	2023/24
Commercial operations and Development	100	50	
Integrated intelligence Hub	60	60	
Environmental Enforcement	125	250	125
Waste Strategy and Delivery	60	60	
Environmental Operations - Street Cleansing	500k-1m Capital plus £25k one-off		

Note: figures shown are £000,000

4.2 This investment will need to be supplemented by a number of reviews and service changes of which the following 3 in particular are linked directly to the budget proposals and more detail is contained within specific proposals:

- Environmental Operations Review
- Commercial and Green Waste – Commercial Review and Marketing Strategy
- Lewisham Waste Strategy and Delivery Plan

5. Stage 2 - Implementation

5.1 Following the above work, and other reviews that will be undertaken in and across Public Realm, a fully evidenced and deliverable programme for service change with options will be available. This will then be able to provide a range of choices for members to consider.

7. Efficiencies for 2021/22 and beyond

6.1 Table B shows the efficiencies proposed for 2021/22 onwards in the first round of the 2021/22 budget cycle process.

Table B – Savings proposed for 2020/21 to 2023/24

Saving	2020/21	2021/22	2022/23	2023/24	RAG
Bin repairs and Deliveries		100			Green
Waste Minimisation			250		Yellow
Cleansing Option 1 (5%)			330		Red
Cleansing Option 2 (10%)			650		Red
Cleansing Option 3 (15%)			970		Red
Climate Change – Parking Zones			*****		Yellow
Climate Change - Safety	***	***			Green

			1220		
		889 max.	Max.		

Note: figures shown are £000,000

6.2 In the main, these were straight forward basic cuts to services or radical changes to our approach around waste disposal: Expand a bit

- Bin replacement administration charge. This is based upon 9866 bins per annum, using 2019/20 figures, with an administration charge of £25. £100,000 as a sensible initial target although there is the potential of up to £246,000 in 2021/22.
- Waste minimisation – This would be linked to our new Waste Strategy and Delivery Plan and would look to reduce tonnages produced within the Borough. This requires a mix of extensive engagement and behaviour change, waste restriction on bins and longer frequencies for collections (towards 3 weeks) amongst others. As stated above in the report, this requires much more detailed work for a more detailed figure and to map out longer term gains such as direct savings as well as importantly providing necessary cost aversion.
- Street Cleansing cuts. These would be purely on-street reductions and although we would try to minimise the impact of these by being agile etc., none of the benefits of a full review and an alternative service model would be applicable if taken in advance, e.g. before 2022/23. Given the sensitive nature of street cleansing on the perception of the borough, it is recommended that the reviews mentioned above be undertaken before any decision is taken.
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1. Cuts proposal	
Proposal title:	Climate Emergency – Parking
Reference:	F-17 and F-18
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Zahur Khan – Director, Public Realm
Service/Team area:	Parking
Cabinet portfolio:	Cllr Sophie McGeevor - Cabinet Member for Environment and Transport
Scrutiny Cttee(s):	Sustainable Development Select Committee

2. Decision Route			
Cuts proposed:	Key Decision*	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
	Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution		
	Y	Y	N

3. Description of service area and proposal
<p>Description of the service area (functions and activities) being reviewed:</p> <p>Air pollution is a major public health issue in London and in February 2019, a motion to declare a 'climate emergency' was agreed asking the Mayor and Cabinet to agree a new action to make the borough carbon neutral by 2030.</p> <p>There are two Air Quality Management Areas (AQMAs) declared within the London Borough of Lewisham and eight Air Quality Focus Areas (AQFAs), which are areas with some of the poorest air quality in Lewisham.</p> <p>Road based transport is responsible for a large proportion of nitrogen dioxide and particulate matter emissions and is one of the largest single contributors in areas where national air quality objectives have failed. It is therefore essential to implement actions that will result in reductions in air pollution on the borough's roads.</p> <p>The Council can influence residents' and visitors' choice of vehicle by promoting more efficient and less polluting vehicles through variations in parking charges and the management of parking space.</p> <p>There is a greater demand for parking than there is space available. Parking Zones (PZs) help prevent commuter parking, discourage unnecessary car use and can help contribute to road safety objectives by preventing unsafe parking. Most of the Victorian road network was not built to accommodate widespread car ownership and use which means the Council must carefully manage the supply of on- and off street parking space according to need.</p> <p>The main purpose of a Parking Zone is to effectively manage the supply and demand for on-street parking in an area. In doing so, the Council helps to improve road safety,</p>

3. Description of service area and proposal

reduce congestion, improve the local environment, reduce carbon dioxide emissions and improve local air quality.

Liveable neighbourhoods can only be achieved by reducing the dominance of the private vehicle primarily through the management of on-street parking.

Cuts proposal*

This proposal falls in 2 parts:

- Climate Emergency – Parking - One of our strongest tools to reduce car dependence and increase more sustainable modes of transport such as walking and cycling, is the use of parking controls. To meet the challenge of the Climate Emergency in Lewisham, extending our CPZs borough wide would be a key tool as part of the Councils approach to tackling the Climate Emergency and reducing the impact of the car on the environment and health. Given the need for development, design and engagement, it is proposed that this would have to be year 3 of the budget cycle, in 2023/24
It would seem sensible to develop this proposal in parallel with an updated Parking and Enforcement Plan (PEP) for Lewisham allowing convergence of relevant climate, environment and transport policy and ambitions.

Currently there are 163 kms of uncontrolled parking within the Borough or 77% of the available public highway. If CPZ's were introduced into these half of these streets, based upon the above policy, over a 2 year period, a by-product of this approach would be annual net income in the region of £4m.

The initial estimated costs have been identified:

- engagement, design and implementation £1 million
- Additional on-going costs enforcement, IT, maintenance back office staff etc. £2 million per annum.

Income has been estimated extrapolating information from our current CPZs and applied to a number of scenarios of coverage.

Table A - Parking income projections

	P&D Net Income	Permit Net Income	Net PCN Income
19/20 Income (23%)	£2,334,541.42	£2,387,585.18	£5,290,380.85
100%	£10,150,180.09	£10,380,805.12	£23,001,655.87
38%	£3,857,068.44	£3,944,705.94	£8,740,629.23
20% or 40%	£771,413.69	£1,577,882.38	£1,748,125.85
Estimated Income	£3,105,955.11	£3,965,467.55	£7,038,506.70

At this stage these are global estimates and it is proposed that further work be undertaken to provide firm figures around implementation and operation. At this stage a placeholder of £1m has been identified for 2023/24.

3. Description of service area and proposal

This proposal could be implemented from 1st April 2023.

- Parking – Safety and Congestion – To help manage safety and congestion on the boroughs main roads, a recent study identified 19 sites where box junction enforcement would ensure access at these locations. The study looked at 19 sites over a 5 day period which highlighted in excess of 16,000 contraventions. It is proposed to review all 19 junctions and install a network of 12 mobile cameras at these locations, using capital investment, and rotate them as required, to help manage congestion and emergency access and help towards improving road safety and reducing injuries within the borough and meeting our and the Mayor for London's targets.

This proposal could be implemented in 2021/22

Start-up costs are estimated in the region of £60k in terms of staffing, Traffic Order making and necessary remarking and amendment of the sites.

A conservative estimate of 5 Parking Charge Notices (PCNs) per day has been used for modelling and then multiplying that figure by 360 operational days a year and then by 12 CCTV cameras. This figure is then multiplied by the average gross income per ticket of £52 which equates to £1,123,200.00. The processing cost of £6.40 per ticket and maintenance cost of £3.61 is then subtracted resulting in a potential surplus in the region £907,000 surplus. At this stage this an estimated cost and potential surplus and a full analysis will be set out in the business case. The business case will be ready in November 2020 with an implementation date of 1st April 2021I estimate that we will submit the business case next month with an insulation date of 4 months.

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 £500,000, subject to the further detailed business case, based on an increased level of compliance.

Once implemented and reviewed, the potential of expanding this function to use enforcement cameras for all of moving traffic offences from banned turns, one ways, no entry's would seem sensible.

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.

4. Impact and risks of proposal

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

- A wide range of positive impacts around environment, from local streetscape to air quality.
- Perceived impact on personal access and business

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

4. Impact and risks of proposal

- Not popular with residents and businesses
- Make sure that an effective engagement process that place with communities explain the challenge around climate and the effective actions that local authorities can take
- 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

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,042	10,347	-6,305	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Climate – Safety	250	250		500
Climate – Parking			1000	1000
Total	250	250	1000	1500
% of Net Budget	3.9%	3.9%	15.8%	23.7%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact

Corporate priorities
1. Building safer communities
2. Making Lewisham greener
3. Good governance and operational effectiveness
4.
5.
6.
7.
8.

7. Ward impact

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

8. Service equalities impact

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

9. Human Resources impact

Will this cuts proposal have an impact on employees: Yes / No					No
Workforce profile: Both of these proposals would see a funded increase in staffing both within the Council and with the contractor.					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications

State any specific legal implications relating to this proposal:

10. Legal implications

Use of surplus income from parking charges and penalty charges is governed by section 55 of the Road Traffic Regulation Act 1984.

11. Summary timetable

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

Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Commence implementation of Safety and Congestion project
September 2021	Review of Safer Lewisham and potential development of the next stage
December 2021	Commence engagement strategy and design process for Climate Change – Parking
January 2022 – January 2023	Engagement, design and decision process
April 2023	Commence implementation of Climate Change – Parking project

*If there are any 'invest to save' requirements for the proposal please describe them here and adjust the saving impact in the relevant year(s) to reflect this, please see section 5.2 of the guidance notes

Appendix 1 Public Realm Budget and Delivery Approach 2020-2024

5. Overview

5.1 This paper sets out:

- the approach to making more significant service changes and efficiencies over the next 3-year budget cycle, linking the current proposals for savings/cuts with complementary investment proposals
- current proposals including those that are deemed high risk

6. Strategy and Staging for change and improvement

3.1 To move the Division forward to a point where it operates on the basis of agile, demand led and prioritised services, with the potential to deliver further efficiencies, a twin track approach is required.

3.2 This approach will comprise:

Stage 1 – Development

- A small element of initial investment to address fundamental flaws in the current operation, as already submitted as part of the 2021/22 budget process. This will provide a small strategic resource to develop the forward planning and delivery capacity required to address future growth and pressures as well as corporate and political priorities.
- Concurrent to this, a number of service reviews will be undertaken to look at the current situation, future pressures and demands and to assess alternative service delivery models.

Stage 2 – Implementation

- Following the above work, a fuller, evidenced picture of the nature and shape of services will be available as well as details of the challenges and opportunities facing them in coming years.
- In most areas, there will be options and associated outcomes identified that will provide a menu-based approach based on intelligence and priority and corresponding opportunities around cost.

4. Stage 1 – Development

4.1 At this stage, a small element of initial investment required to move forward the necessary service development and change. Table A shows the investment put forward as growth within the 2021/22 budget process.

Investment	2021/22	2022/23	2023/24
Commercial operations and Development	100	50	
Integrated intelligence Hub	60	60	
Environmental Enforcement	125	250	125
Waste Strategy and Delivery	60	60	
Environmental Operations - Street Cleansing	500k-1m Capital plus		

	£25k one-off		
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Table A – Invest to Save/Develop

Note: figures shown are £000,000

4.2 This investment will need to be supplemented by a number of reviews and service changes of which the following 3 in particular are linked directly to the budget proposals and more detail is contained within specific proposals:

- Environmental Operations Review
- Commercial and Green Waste – Commercial Review and Marketing Strategy
- Lewisham Waste Strategy and Delivery Plan

5. Stage 2 - Implementation

5.1 Following the above work, and other reviews that will be undertaken in and across Public Realm, a fully evidenced and deliverable programme for service change with options will be available. This will then be able to provide a range of choices for members to consider.

8. Efficiencies for 2021/22 and beyond

6.1 Table B shows the efficiencies proposed for 2021/22 onwards in the first round of the 2021/22 budget cycle process.

Table B – Savings proposed for 2020/21 to 2023/24

Saving	2020/21	2021/22	2022/23	2023/24	RAG
Bin repairs and Deliveries		100			Green
Waste Minimisation			250		Yellow
Cleansing Option 1 (5%)			330		Red
Cleansing Option 2 (10%)			650		Red
Cleansing Option 3 (15%)			970		Red
Climate Change – Parking Zones			*****		Yellow
Climate Change - Safety	***	***			Green
			1220		
		889 max.	Max.		

Note: figures shown are £000,000

6.2 In the main, these were straight forward basic cuts to services or radical changes to our approach around waste disposal: Expand a bit

- Bin replacement administration charge. This is based upon 9866 bins per annum, using 2019/20 figures, with an administration charge of £25. £100,000 as a sensible initial target although there is the potential of up to £246,000 in 2021/22.
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APPENDICES 8 to 10

Contents

Appendix 8 Specific Legal Implications

Appendix 9 Policy and Equalities Analysis

Appendix 10 Making Fair Financial Decisions Guidance

Appendix 8

Specific Legal Implications – to follow

Appendix 9

Policy and Equalities Analysis – to follow

Appendix 10



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 be 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.

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Healthier Communities Select Committee

Report title: Pathology update

Date: 11 November 2020

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: John Bardens, Scrutiny Manager

Outline and recommendations

The purpose of this paper is to provide the Healthier Communities Select Committee with a comprehensive update on the pathology arrangements in Lewisham following the decision in September 2020 on the procurement of Pathology services for southeast London.

- Members of the Healthier Communities Select Committee are recommended to note the report.

1. Summary

- 1.1. The purpose of this paper is to provide the Healthier Communities Select Committee with a comprehensive update on on the pathology arrangements in Lewisham following the decision in September 2020 on the reprocurement of Pathology services for southeast London.

2. Recommendations

- 2.1. Members of the Healthier Communities Select Committee are recommended to note the report.

3. Policy Context

- 3.1. The Council's *Corporate Strategy 2018-2022* outlines the Council's vision to deliver for residents over the next four years and includes the following priority relevant to this item:
 1. ***Delivering and defending: health, social care and support*** - Ensuring everyone receives the health, mental health, social care and support services they need.

4. Financial implications

- 4.1. There are no direct financial implications arising from the implementation of the recommendations in this report.

5. Legal implications

- 5.1. There are no direct legal implications arising from the implementation of the recommendations in this report.

6. Equalities implications

- 6.1. Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 6.2. The Council must, in the exercise of its functions, have due regard to the need to:
 - eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.

7. Climate change and environmental implications

- 7.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report.

8. Crime and disorder implications

- 8.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report.

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9. Health and wellbeing implications

- 9.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report.

10. Report contact

- 10.1. *John Bardens, Scrutiny Manager, john.bardens@lewisham.gov.uk 020 8314 9976*

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Pathology Update to Lewisham's Healthier Communities Select Committee

11th November 2020

1. Introduction & Executive Summary

(1.1) Lewisham and Greenwich NHS Trust (LGT) last briefed the Committee on the future of LGT Pathology services in late 2019. Since that time, the Trust has been working with Barts Health NHS Trust (BHT) and Homerton University Hospital NHS Foundation Trust (HUH) to establish an NHS pathology network in line with the NHS Improvement (NHSI) mandate, published in Summer 2017, for all Trusts nationally to form networks.

(1.2) The Trust is working towards implementation of the proposed network in March 2021. Good progress is being made – the three Trust Boards approved Full Business Case (FBC) in July 2020. The transition to full implementation will be over three years.

(1.3) Simultaneously, the reprocurement of Pathology services (which started in 2018) in South East London (SEL) has now concluded, with a decision in September 2020. At its meeting on 17 September 2020, the Governing Body of NHS South East London CCG agreed to commission direct access pathology services for 2021/22 from Guy's and St Thomas' Hospital NHS FT (GSTT) and King's College Hospital NHS FT (KCH), who have agreed to develop a joint venture partnership with Synlab. As agreed at the start of the procurement process, the CCG's decision was based on a value for money assessment.

(1.4) For direct access GP services provided currently by LGT (for Bexley, Greenwich and Lewisham GPs), the service commencement date is expected to be in the middle of the 2021/22 financial year in order to allow sufficient time for the safe transfer of services. GP practices in Bromley, Lambeth and Southwark will see no immediate change at all as their current providers – GSTT and KCH – are not changing, though their laboratory partner is changing from Viapath to Synlab.

(1.5) Transition governance is being established for both the SEL Pathology programme and the Barts Health/Homerton/LGT Pathology programme, ensuring an effective interface is in place, so as to maintain a smooth transition of services. All parties are committed to working with each other to ensure the transition is effective.

2. Background and Current Service Provision across SEL

(2.1) In 2017 the south east London ICS established a Pathology Programme which comprised GSTT, KCH, Lewisham and Greenwich NHS Trust, South London and Maudsley NHS Foundation Trust (SLaM), Oxleas NHS Foundation Trust and all six former south east London CCGs (acting as an Alliance at that time). The programme was formed in response to NHSI's strategy to form hub and spoke pathology networks across England. Originally it was intended that there would be 29 networks, this was later expanded to up to 'one per Sustainability and Transformation Partnership (STP)' (i.e. 44 at that time). All trusts were advised of the pathology network within which their

service was expected to be located, with LGT identified as sitting within the SEL network, along with GSTT and KCH as providers of pathology services.

(2.2) Pathology tests cover blood tests, and tests on urine, stools (faeces) and bodily tissues and as you will be aware, many of the decisions upon patient care will be based on the results of such tests. LGT provides an in-house NHS pathology service, including to local primary care (GPs) and to Oxleas Foundation Trust, whilst other providers in the sector (GSTT, KCH and SLAM) all outsource their pathology services to a Joint Venture partnership called Viapath, jointly owned by GSTT and KCH with Serco as a private sector partner. The Viapath contract expires in 2020.

(2.3) In January 2018, following an assessment of their local needs, the six former south east London CCGs agreed individually and collectively to engage as interested parties in the procurement supporting this vision for sector wide pathology networks. It is important to note that the former south east London CCGs were not contracting parties and did not make any commitments to the proposed 15 year contract with the preferred supplier. The contracting parties on the tender were originally Lewisham and Greenwich NHS Trust, KCH and GSTT. Within SEL, different models currently exist for the provision of pathology services.

(2.4) In July 2018, SEL Trust Boards considered a paper from the SEL Pathology Programme Board, seeking approval to the issue an OJEU notice, which would launch the procurement process jointly across all participating SEL Trusts for the provision of pathology services.

(2.5) The LGT Board considered its position at its meeting in July, at which time it seemed likely that no NHS based bid would come forward. Based on this, the LGT Board determined that it should not be named specifically in the OJEU notice in order to enable its executive team to pursue the possibility of developing an NHS network model with an alternative pathology provider.

(2.6) In September 2018, following exploratory discussions with neighbouring NHS trusts, namely BHT and South West London Pathology, the Board agreed that LGT should develop an NHS option with a neighbouring NHS provider outside SEL, and in January 2019, the Board agreed for the Trust to develop the business case for a network solution with BHT and HUH.

(2.7) In October 2018, the LGT Board withdrew from the south east London pathology network procurement process and therefore were no longer members of the Pathology Programme Board. The decision by LGT did not change the position of the former south east London CCGs which remained part of the procurement process from the outset along with every other NHS statutory member of the then STP and now ICS.

(2.8) LGT also recognised that the Bexley, Greenwich and Lewisham CCGs (as they were at the time) primary care direct access volumes currently provided at the trust would remain in scope of the overall south east London ICS Pathology network procurement.

3. Maintaining Local Clinical Pathways

(3.1) In taking the decision to develop a network with BHT and HUH, the LGT Board recognised the close clinical links between LGT and the other trusts in SEL, especially the role of GSTT and KCH as specialist (“tertiary”) referral centres for patients (particularly when tests for cancer are needed). The Trust has continued to work with STP partners and the SEL Pathology Programme Board to ensure that these clinical links are not negatively affected by joining a pathology network outside

SEL. When rapid patient diagnosis of pathology samples is needed, for example, for haemato-oncology, LGT will continue to refer samples to the local tertiary centre in SEL.

(3.2) LGT have been keen to continue providing GPs in Lewisham, Greenwich and Bexley with pathology services as their established local NHS provider, though it is recognised that this local GP 'direct access' activity was included in the SEL procurement. The GP direct access activity represents 49% of the total pathology activity undertaken by LGT. Given the CCG decision to award all SEL GPDA to Synlab, the impact of the loss of this work by LGT is being worked through with commissioners to ensure no negative impact on the health economy or on the quality of services provided to local people.

(3.3) LGT will continue to work with commissioners and respond as appropriate to commissioning intentions, including being keen to offer SEL commissioners an alternative solution for GPDA in any future market testing or value for money exercise.

4. SEL Pathology Procurement process

(4.1) The ICS and CCGs have been clear that local views will be taken into consideration within the decision making process for future contracting for GP direct access activity. In July 2019, LGT was advised that the decision would be based on a 'best value' decision.

(4.2) The procurement exercise commenced in late 2018 and following the second and third dialogue stages and evaluation in January 2020; SynLab was selected as the preferred bidder subject to FBC approval. The proposed contract will be held by GSTT and KCH (via a joint venture with SynLab). It was concluded that to deliver the specification the new provider would establish a new pathology hub and centralise 70% of test activity, deploying a new integrated LIMS system and moving towards a digital pathology service model.

(4.3) In September 2020 the SEL CCG Governing Body reviewed the pathology proposal¹. The proposed service will generate system savings over the course of the 15 year contract of which the CCG share of these savings is currently forecast to be between £8.8 million and £51 million over the same period. The savings levels have been determined based on an estimated baseline activity and estimated recurrent growth levels of between 2% and 5% per annum. The value for money assessment was the final stage of a process that commenced in 2018, which has now been met. As a minimum NHS South East London CCG will spend 2% less on direct access pathology services than it currently does and is likely to see savings of between 4%-5% given the projected activity growth. These savings will be delivered without any material change to the current service for patients or impact on residents and GPs in south east London and ensure that south east London benefits from a best value service for Primary Care.

(4.4) The Trusts have now concluded their negotiation and are at the point of contract award, which required the confirmation of planned activity from commissioners, specifically the direct access GP volumes, which are based on the inclusion of all six boroughs activity from the outset of the procurement process. The financial benefits to the NHS South East London CCG and the wider system are predicated on this activity and would likely be foregone if the total activity for the NHS South East London CCG was not included in the programme.

¹ <https://selondonccg.nhs.uk/wp-content/plugins/download-attachments/includes/download.php?id=3531>

(4.5) As part of the annual commissioning intention's process, South East London Clinical Commissioning Group (CCG) was required to determine the commissioning of direct access pathology activity in 2021/22 by 30 September 2020. This decision also supports the south east London Integrated Care System (ICS) Pathology programme partners timetable to finalise the contract arrangements of the new service. The NHS South East London CCG is only making a decision on the commissioning arrangements for the 2021/22 period; the decision for future years will be subject to the standard annual commissioning process.

(4.6) In October 2020, GSTT, KCH and Synlab have confirmed their intention to form a joint partnership, the aim of which will be to make a number of important improvements to transform pathology services, including the introduction of digital pathology and investment in new laboratories and equipment.

(4.7) For direct access GP services provided currently by LGT, the service commencement date is expected to be in the middle of the 2021/22 financial year in order to allow sufficient time for the safe transfer of services. GP practices in Bromley, Lambeth and Southwark will see no immediate change at all as their current providers – GSTT and KCH – are not changing, though the lab partner is changing to Synlab.

5. Development of the full business case for Pathology Network Development for LGT with Barts Health NHS Trust (BHT) and Homerton University Hospital NHS Foundation Trust (HUH)

(5.1) In July 2020 the FBC for the Pathology Network was presented and agreed by the Boards of LGT, BHT and HUH.

(5.2) The Pathology services will become a single organisation hosted by Bart Health - all LGT and HUH laboratory staff will TUPE to Barts Health Employment.

(5.3) The preferred target operating model for the network is a single, hosted Pathology service operating across three trusts, BHT, HUH and LGT. Once fully implemented, the Partnership will operate pathology laboratories across seven sites including:

- Royal London Hospital (RLH), which will also serve as the hub for the Partnership,
- Whipps Cross Hospital, Newham University Hospital, St Barts, Homerton University Hospital (HUH) and University Hospital Lewisham will retain an Essential Services Laboratory (ESL) on-site which will include the Biochemistry, Haematology, Blood Transfusion and urgent Microbiology services necessary for addressing any of the site's urgent needs; and
- Queen Elizabeth Hospital, which will initially be configured as an ESL+GP. This will provide the same menu of services as other ESL laboratories but will be configured to receive and process a higher volume of GP direct access samples from the start of the partnership, which will transition to an ESL only following the transfer of GP direct access to Synlab from October 2021.

(5.4) This service will be managed by a joint Partnership Strategic Board and will be accountable to all three Trust Boards equally as customers, as well as being jointly owned by all Trusts. The aim of the Partnership is for all three Trusts to secure high quality, more cost effective laboratory services and thereby help secure the longer term sustainability of Pathology services in east and south-east London.

(5.5) The FBC sets out a 3-year transition plan, with a start point of March 21, through to steady state by Feb 24. This timeline was adjusted by eight weeks from initial plans following the delay to the programme due to COVID-19 events. The key enablers to the transition include:

- A single laboratory information system (LIMS);
- A single governance and management framework in place prior to any tests transferring;
- Estates investments at RLH and HUH, and adequate equipment capacity at sites

(5.6) LGT's Strategic Projects Committee will maintain oversight and continue to receive regular updates during the implementation of the Pathology Partnership for assurance and monitoring.

6. Transition and transformation programme for SEL Pathology Programme

(6.1) A programme plan and overarching governance has been in place for the SEL Pathology Programme since 2018. As we now move into implementation, a Transition and Transformation Pathology Programme Board is being established, which will cover the key workstreams, including Finance, IM&T, GP direct access, Operations /Governance, Clinical governance & quality, R&D, Estates, Workforce, and Stakeholder engagement & communications. The CCG will be actively involved in the programme, and Neil Kennett-Brown, Greenwich Borough Director, will be the Senior Responsible Owner for SEL CCG.

(6.2) For direct access GP services provided currently by LGT, the service commencement date is expected to be in the middle of the 2021/22 financial year in order to allow sufficient time for the safe transfer of services. GP practices in Bromley, Lambeth and Southwark will see no immediate change at all as their current providers – GSTT and KCH – are not changing.

(6.3) The interface between the SEL Pathology Programme and the Barts Health/LGT/Homerton Pathology Programme is important, to ensure a safe and effective transition across the laboratories

- Managing the transition of the GP Direct Access activity
- Ensuring the specialist pathology pathways are maintained (e.g. cancer)
- Ensuring the flow of test results across all our pathways and settings are maintained

(6.4) LGT's Chief Executive has confirmed that the Trust would work with SEL partners to ensure a stable and safe transition for patients and staff. LGT will be actively involved in all the relevant workstreams, including clinical.

(6.5) The CCG is looking to work with the new joint venture partnership in establishing a detailed mobilisation plan for sharing with GP practices as quickly as possible. Part of this work will include clinical involvement from the CCG to ensure that the views of GPs and their staff is reflected in this planning in order to support a smooth transition.

(6.6) As part of the implementation of the new systems, GPs and hospital doctors across south east London will be able to order and access results as is the case currently, with no anticipated disruption of service.

7. Conclusion

(7.1) LGT has made good progress in the development of a Pathology network partnership with BHT and HUH, with the FBC approved by the three Boards in July 2020. Implementation of the new

network will commence towards the end of 2020/21, over a period of three years. This will simultaneously build on and broaden local partnerships, and strengthening the resilience of LGT's pathology services through the benefits a network model offers.

(7.2) The Transition and Transformation Programme Board will be overseeing the establishment of the SEL Pathology network, which will include developing and overseeing a detailed mobilisation plan. Part of this work will include clinical involvement from GPs and hospital teams, to ensure that this is reflected in this planning in order to support a smooth transition. It is planned that the GP Direct Access Pathology will transfer by the middle of 2021/22.

(7.3) As part of the implementation of the new system, GPs and hospital doctors across south east London will be able to order and access results as is the case currently, with no anticipated disruption of service. The only change of note is the laboratory where the tests will be processed, which the new provider, Synlab, has committed to ensuring will have no negative impact on the experience that patients or their GPs will have.

(7.4) All parties are committed to working together. A further update can be provided to Committee members.

Neil Kennett-Brown, Borough Director, Greenwich, SEL CCG & SRO for Pathology Programme

Martin Wilkinson, Director of Integrated Care & Commissioning, Lewisham Council and SEL CCG

Jim Lusby, Director of Strategy and Integrated Care, Lewisham and Greenwich NHS Trust

Ben Maguire, Pathology Programme Manager, Lewisham and Greenwich NHS Trust

November 2020



Healthier Communities Select Committee

Report title: Select Committee Work Programme Report

Date: 11th November 2020

Key decision: No.

Class: Part 1

Ward(s) affected: Not applicable

Contributors: John Bardens, Scrutiny Manager

Outline and recommendations

This report gives committee members an opportunity to review the committee's work programme and make any modifications required.

The Committee is asked to:

- To review the work programme attached at Appendix B.
- To consider the items for the next meeting and specify the information required.
- To review the forward plan of key decisions at Appendix E to consider whether there are any items for further scrutiny.

Timeline of decision-making

HCSC Work Programme 2020/21 – draft agreed on 23 September 2020

HCSC Work Programme 2020/21 – agreed by Business Panel 29 September 2020

1. Summary

- 1.1. The committee proposed a draft work programme at the beginning of the municipal year. This was considered alongside the draft work programmes of the other select committees and agreed by Business Panel on 29 September 2020.
- 1.2. The work programme should be reviewed at each meeting to take account of changing priorities.

2. Recommendations

- 2.1. The Committee is asked to:
 - To review the work programme attached at Appendix B.
 - Consider the items for the next meeting and specify what evidence is required, including being clear about the information the committee wishes to be included in officer reports.
 - To review the forward plan of key decisions at Appendix E to consider whether there are any items for further scrutiny.

3. Work Programming

- 3.1. When reviewing the work programme the Committee should consider the following:
- 3.2. The Committee's terms of reference (Appendix A). The Committee's areas of responsibility, include, but are not limited to:
 - Adult social care
 - Primary and secondary care
 - Mental health
 - Adult learning
 - Leisure centres
- 3.3. Whether any urgent issues have arisen that require scrutiny. If so, consider to the prioritisation process (Appendix C) and the Effective Scrutiny Guidelines (Appendix D)
- 3.4. Whether a committee meeting is the most effective forum for scrutinising the issue. For example, would a briefing be more appropriate?
- 3.5. Whether there is capacity to consider the item - could any work programme items be removed or rescheduled?
- 3.6. Whether the item links to the priorities set out in the [Corporate Strategy for 2018-2022](#):
 - [Open Lewisham](#) - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.
 - [Tackling the housing crisis](#) - Everyone has a decent home that is secure and affordable.
 - [Giving children and young people the best start in life](#) - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.
 - [Building an inclusive local economy](#) - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
 - [Delivering and defending: health, social care and support](#) - Ensuring everyone

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receives the health, mental health, social care and support services they need.

- [Making Lewisham greener](#) - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.
- [Building safer communities](#) - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

4. The next meeting

- 4.1. The following items are scheduled for the next meeting. For each item, the Committee should clearly define the information and analysis it wishes to see in officer reports.
- 4.2. The Committee should also consider whether to invite any expert witnesses to provide evidence, and whether site visits or engagement would assist the the effective scrutiny of the item.

Agenda Item	Information and analysis required	Review type	Corporate Priority
Care homes and market stability		Standard item	CP5
Lewisham system recovery plan update		Performance monitoring	CP5

5. Scrutiny between meetings

- 5.1. Below is a tracker of scrutiny activity, including briefings, visits and engagement, that has taken place outside of the committee meetings.

Agenda Item	Date due	Outcome	Corporate Priority

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6. Referrals

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

Referral title	Date of referral	Date considered by Mayor & Cabinet	Response due at Mayor & Cabinet	Response due at committee
Local test and trace.	23 Sep 2020	7 Oct 2020	11 Nov 2020	

7. Financial implications

7.1. There are no direct financial implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme will have financial implications and these will need to be considered as part of the reports on those items.

8. Legal implications

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

9. Equalities implications

9.1. Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

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

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

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

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

10. Climate change and environmental implications

10.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have climate change implications and these will need to be considered as part of the reports on those items.

11. Crime and disorder implications

11.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have crime and disorder implications and these will need to be considered as part of the reports on those items.

12. Health and wellbeing implications

12.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have health and wellbeing implications and these will need to be considered as part of the reports on those items.

13. Report author and contact

If you have any questions about this report please contact: John Bardens, 020 8314 9976 john.bardens@lewisham.gov.uk

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14. Appendix A - Select Committee Terms of Reference

The following roles are common to all select committees:

(a) General functions

- To review and scrutinise decisions made and actions taken in relation to executive and non-executive functions
- To make reports and recommendations to the Council or the executive, arising out of such review and scrutiny in relation to any executive or non-executive function
- To make reports or recommendations to the Council and/or Executive in relation to matters affecting the area or its residents
- The right to require the attendance of members and officers to answer questions includes a right to require a member to attend to answer questions on up and coming decisions

(b) Policy development

- To assist the executive in matters of policy development by in depth analysis of strategic policy issues facing the Council for report and/or recommendation to the Executive or Council or committee as appropriate
- To conduct research, community and/or other consultation in the analysis of policy options available to the Council
- To liaise with other public organisations operating in the borough – both national, regional and local, to ensure that the interests of local people are enhanced by collaborative working in policy development wherever possible

(c) Scrutiny

- To scrutinise the decisions made by and the performance of the Executive and other committees and Council officers both in relation to individual decisions made and over time
- To scrutinise previous performance of the Council in relation to its policy objectives/performance targets and/or particular service areas
- To question members of the Executive or appropriate committees and executive directors personally about decisions
- To question members of the Executive or appropriate committees and executive directors in relation to previous performance whether generally in comparison with service plans and targets over time or in relation to particular initiatives which have been implemented
- To scrutinise the performance of other public bodies in the borough and to invite them to make reports to and/or address the select committee/Business Panel and local people about their activities and performance
- To question and gather evidence from any person outside the Council (with their consent)
- To make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process

(d) Community representation

- To promote and put into effect closer links between overview and scrutiny members and the local community
- To encourage and stimulate an enhanced community representative role for overview and scrutiny members including enhanced methods of consultation with local people
- To liaise with the Council's ward assemblies so that the local community might participate in the democratic process and where it considers it appropriate to seek the views of the ward assemblies on matters that affect or are likely to affect the local areas, including accepting items for the agenda of the appropriate select committee from ward assemblies.
- To keep the Council's local ward assemblies under review and to make recommendations

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to the Executive and/or Council as to how participation in the democratic process by local people can be enhanced

- To receive petitions, deputations and representations from local people and other stakeholders about areas of concern within their overview and scrutiny remit, to refer them to the Executive, appropriate committee or officer for action, with a recommendation or report if the committee considers that necessary
- To consider any referral within their remit referred to it by a member under the Councillor Call for Action, and if they consider it appropriate to scrutinise decisions and/or actions taken in relation to that matter, and/or make recommendations/report to the Executive (for executive matters) or the Council (non-executive matters).

(e) Finance

- To exercise overall responsibility for finances made available to it for use in the performance of its overview and scrutiny function.

(f) Work programme

- As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every member of a select committee (or the Business Panel) to place an item on the agenda of that select committee (or Business Panel respectively) for discussion.
- The Council and the Executive will also be able to request that the overview and scrutiny select committee research and/or report on matters of concern and the select committee will consider whether the work can be carried out as requested. If it can be accommodated, the select committee will perform it. If the committee has reservations about performing the requested work, it will refer the matter to the Business Panel for decision.

Healthier Communities has specific responsibilities for the following:

- a) To fulfill all of the Overview and Scrutiny functions in relation to the provision of service by and performance of health bodies providing services for local people. These functions shall include all powers in relation to health matters given to the Council's Overview and Scrutiny Committee by any legislation but in particular the NHS Act 2006 as amended, the Health and Social Care Act 2012, the Care Act 2014 and regulations made under that legislation, and any other legislation in force from time to time. For the avoidance of doubt, however, decisions to refer matters to the Secretary of State in circumstances where a health body proposes significant development or significant variation of service may only be made by full Council.
- b) To review and scrutinise the decisions and actions of the Health and Wellbeing Board and to make reports and recommendations to the Council and/or Mayor and Cabinet.
- c) To review and scrutinise in accordance with regulations made under Section 244 NHS Act 2006 matters relating to the health service in the area and to make reports and recommendations on such matters in accordance with those regulations
- d) Require the attendance of representatives of relevant health bodies at meetings of the select committee to address it, answer questions and listen to the comments of local people on matters of local concern.
- e) With the exception of matters pertaining to the Council's duty in relation to special educational needs, to fulfill all of the Council's Overview and Scrutiny functions in relation to social services provided for those 19 years old or older including but not limited to services provided under the Local Authority Social Services Act 1970, Children Act 2004, National Assistance Act 1948, Mental Health Act 1983, NHS and Community Care Act 1990, NHS Act 2006, Health and Social Care Act 2012 and any other relevant legislation in place from

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time to time.

- f) To fulfill all of the Council's Overview and Scrutiny functions in relation to the lifelong learning of those 19 years or over (excluding schools and school related services).
- g) To receive referrals from the Healthwatch and consider whether to make any report/recommendation in relation to such referral (unless the referral relates solely to health services for those aged under 19 years of age, in which case the referral from the Healthwatch should be referred to the Children and Young People Select Committee .
- h) To review and scrutinise the Council's public health functions.
- i) Without limiting the remit of this Select Committee, its terms of reference shall include Overview and Scrutiny functions in relation to: people with learning difficulties; people with physical disabilities; mental health services; the provision of health services by those other than the Council; provision for elderly people; the use of Section 75 NHS Act 2006 flexibilities to provide services in partnership with health organisations; lifelong learning of those aged 19 years or more (excluding schools and school related services); Community Education Lewisham; other matters relating to Health and Adult Care and Lifelong Learning for those aged 19 years or over.
- j) Without limiting the remit of the Select Committee, to hold the Executive to account for its performance in relation to the delivery of Council objectives in the provision of adult services and health and lifelong learning.

NB In the event of there being overlap between the terms of reference of this select committee and those of the Children and Young People Select Committee, the Business Panel shall determine the Select Committee which shall deal with the matter in question.

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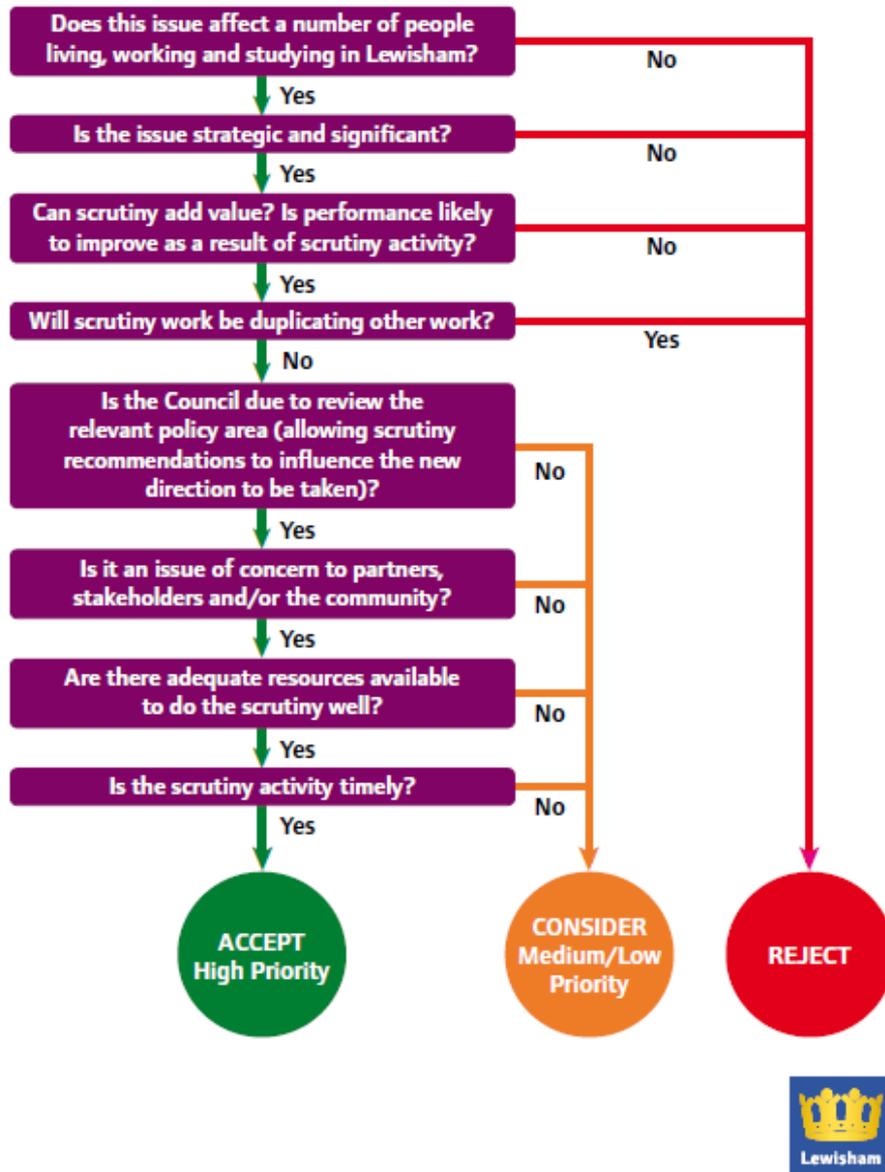
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Appendix C

The flowchart below is designed to help Members decide which items should be added to the work programme. It is important to focus on areas where the Committee will influence decision-making.

Scrutiny work programme – prioritisation process



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Effective Scrutiny Guidelines

At Lewisham we:

1. Prioritise

It is more effective to look at a small number of key issues in an in-depth way, than skim the surface of everything falling within scrutiny's remit. We try to focus on issues of concern to the community and/or matters that are linked to our corporate priorities. We only add items to the work programme if we are certain our consideration of the matter will make a real and tangible difference.

2. Are independent

Scrutiny is led by Scrutiny Members. Scrutiny Members are in charge of the work programme and, for every item, we specify what evidence we require and what information we would like to see in any officer reports that are prepared. We are not whipped by our political party or unduly influenced by the Cabinet or senior officers.

3. Work collectively

If we collectively agree in advance what we want to achieve in relation to each item under consideration, including what the key lines of enquiry should be, we can work as a team to question witnesses and ensure that all the required evidence is gathered. Scrutiny is impartial and the scrutiny process should be free from political point scoring and not used to further party political objectives.

4. Engage

Involving residents helps scrutiny access a wider range of ideas and knowledge, listen to a broader range of voices and better understand the opinions of residents and service users. Engagement helps ensure that recommendations result in residents' wants and needs being more effectively met.

5. Make SMART evidence-based recommendations

We make recommendations that are based on solid, triangulated evidence – where a variety of sources of evidence point to a change in practice that will positively alter outcomes. We recognise that recommendations are more powerful if they are:

- Specific (simple, sensible, significant).
- Measurable (meaningful, motivating).
- Achievable (agreed, attainable).
- Relevant (reasonable, realistic and resourced, results-based).
- Time bound (time-based, time limited, time/cost limited, timely, time-sensitive).

Is this report easy to understand?

Please give us feedback so we can improve.

Go to <https://lewisham.gov.uk/contact-us/send-us-feedback-on-our-reports>

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Healthier Communities Select Committee work programme 2020/21

Item	Type	Priority	Delivery	23-Sep	11-Nov	13-Jan	25-Feb
Confirmation of Chair and Vice Chair	Constitutional req	CP5	Sep				
Work programme 2020-21	Constitutional req	CP5	Sep				
Financial stabilisation - budget update and medium term plan	Standard item	CP5	Sep				
Lewisham system recovery plan	Standard item	CP5	Sep				
Leisure centres performance management	Standard item	CP5	Sep				
Safeguarding referral	M&C response	CP5	Sep				
Budget cuts proposals	Standard item	CP5	Nov				
The scope of the Birmingham and Lewisham African & Caribbean Health Inequalities Review	Standard item	CP5	Nov				
Pathology arrangements	Standard item	CP5	Nov				
Care homes and market stability	Standard item	CP5	Jan				
Health and social care workforce	Standard item	CP5	Feb				
Health and wellbeing priorities	Standard item	CP5	Feb				

Information reports, briefings and visits	Type	Priority	Delivery				
Lewisham Adult Safeguarding Board (LASB) annual report	Performance monitoring	CP5	Sep				
Lewisham and Greenwich NHS Trust (LGT) quality account	Performance monitoring	CP5					
South London and Maudsley NHS Trust (SLaM) quality account	Performance monitoring	CP5					
Adult Learning Lewisham (ALL) annual report	Performance monitoring	CP5					
Migrant charging update	Performance monitoring	CP5	Jan				
Annual public health report	Performance monitoring	CP5	Feb				

	Item completed
	Item on-going
	Proposed timeframe

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FORWARD PLAN OF KEY DECISIONS

Forward Plan October 2020 - January 2021

This Forward Plan sets out the key decisions the Council expects to take during the next four months.

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty 0208 3149327, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

A “key decision”* means an executive decision which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council’s budget for the service or function to which the decision relates;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards.

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
October 2019	Contract Award for Stage 2 of Greenvale School Expansion Project	07/10/20 Mayor and Cabinet	Lemuel Dickie-Johnson, Project Manager Capital Delivery Programme and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2020	School meal provision	07/10/20 Mayor and Cabinet	Fiona Gavin, Senior Contracts Officer and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2020	School kitchen equipment maintenance contract	07/10/20 Mayor and Cabinet	Fiona Gavin, Senior Contracts Officer and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
August 2020	Article 4 Direction in Deptford High Street Conservation Area	07/10/20 Mayor and Cabinet	Joanna Ecclestone, Senior Conservation Officer and Councillor Paul Bell, Cabinet Member for Housing & Planning		
September 2020	100 in 100 Apprenticeship Training provision	07/10/20 Mayor and Cabinet	Charlotte Rowley, Apprenticeship Coordinator and Councillor Joe Dromey,		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Cabinet Member for Culture, Jobs and Skills (job share)		
September 2020	Leisure Management Arrangements parts 1 & 2	07/10/20 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
	Constitutional changes	21/10/20 Council	Suki Binjal, Director of Law, Governance & HR and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
	COVID 19 Transport response - measures to support safer walking and cycling	10/11/20 Overview and Scrutiny Business Panel	Louise McBride, Head of Highways & Transport and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
February 2020	Renewal of Pension Administration IT System	11/11/20 Mayor and Cabinet	Ian Andrews, IT Procurement and Supplier Manager and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
June 2020	Options appraisal of the	11/11/20	Chris Damri, SGM Asset		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	security contract	Mayor and Cabinet	Strategy and Technical Support and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
September 2020	Financial Monitoring	11/11/20 Mayor and Cabinet	Selwyn Thompson, Head of Financial Services and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
April 2020	Sanctuary Strategy	11/11/20 Mayor and Cabinet	Paul Aladenika, Service Group Manager, Policy Development and Analytical Insight and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
August 2020	Besson Street update	11/11/20 Mayor and Cabinet	Monique Wallace, Planning Manager, Strategic Housing and Councillor Paul Bell, Cabinet Member for Housing & Planning		
June 2020	Amending Lewisham Homes Articles of Association	11/11/20 Mayor and Cabinet	Michael Moncrieff, Housing Policy & Partnerships Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
December 2019	Additions of new buildings to	11/11/20	Joanna Ecclestone,		

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	Local List St Lukes Church	Mayor and Cabinet	Senior Conservation Officer and Mayor Damien Egan, Mayor		
	PLACE Ladywell Options Appraisal parts 1 & 2	11/11/20 Mayor and Cabinet	Karen Barke, Head of Strategic Development and Councillor Paul Bell, Cabinet Member for Housing & Planning		
February 2020	Approval to proceed with Procurement - Digitisation of Records - Council Wide	11/11/20 Mayor and Cabinet	Jamie Parris, IT Procurement Specialist and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
June 2020	Highway term Contract tender award	11/11/20 Mayor and Cabinet	Tom Henry, Engineering Manager, Transport Division and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
April 2020	Revised Statement of Licensing Policy	11/11/20 Mayor and Cabinet	Lisa Hooper, Crime, Enforcement & Regulation Manager and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
April 2020	Adoption of the Homelessness and Rough Sleeping Strategy	11/11/20 Mayor and Cabinet	Michael Moncrieff, Housing Policy &		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Partnerships Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
April 2020	Adoption of the Housing Strategy 2020-26	11/11/20 Mayor and Cabinet	Michael Moncrieff, Housing Policy & Partnerships Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
September 2020	Catford Regeneration Partnership Ltd Business Plan 2020-21	11/11/20 Mayor and Cabinet	Kplom Lotsu, SGM Capital Programmes and Mayor Damien Egan, Mayor		
September 2020	SELCHP extension report	11/11/20 Mayor and Cabinet	Wendy Nicholas, Strategic Waste and Environment Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
	Lewisham Housing Allocations Policy Review	11/11/20 Mayor and Cabinet	Michael Moncrieff, Housing Policy & Partnerships Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
	Acquisition of property to use as Temporary Accommodation	11/11/20 Mayor and Cabinet	Fenella Beckman, Interim Director of Housing and Councillor Paul Bell, Cabinet Member for		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Housing & Planning		
	Treasury Mid-Year Review	11/11/20 Mayor and Cabinet	Robert Browning, Principal Accountant – Treasury & Pensions and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
December 2019	Approval of the draft Lewisham Local Plan for public consultation	25/11/20 Council	Emma Talbot, Director of Planning and Councillor Paul Bell, Cabinet Member for Housing & Planning		
April 2020	Approval of the Local Development Scheme (Update)	25/11/20 Council	David Syme, Strategic Planning Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
February 2020	Revised Statement of Licensing Policy	25/11/20 Council	Lisa Hooper, Crime, Enforcement & Regulation Manager and Councillor Eva Stamirowski		
	Closure of Council Accounts	25/11/20 Council	Selwyn Thompson, Head of Financial Services and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
June 2020	Conversion of 77 Amersham Road and 114-116 Manor Avenue to temporary housing	09/12/20 Mayor and Cabinet	James Masini, Regeneration and New Supply Manager and		

FORWARD PLAN – KEY DECISIONS					
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			Councillor Paul Bell, Cabinet Member for Housing & Planning		
June 2020	Extension of Resurfacing and Footways Contract	09/12/20 Mayor and Cabinet	Tom Henry, Engineering Manager, Transport Division and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
October 2019	Mayow Road Supported Living Service Parts 1 & 2	09/12/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
	Somerville Redevelopment	09/12/20 Mayor and Cabinet	James Masini, Regeneration and New Supply Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
	Consultation on permanent changes to the Statement of Community Involvement	09/12/20 Mayor and Cabinet	David Syme, Strategic Planning Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
	Schools Minor Works Programme 2020	09/12/20 Mayor and Cabinet	Kplom Lotsu, SGM Capital Programmes and Councillor Chris		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Barnham, Cabinet Member for Children's Services and School Performance		
	Lower Sydenham and Bell Green Visioning Study	09/12/20 Mayor and Cabinet	James Masini, Regeneration and New Supply Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
	A21 Development Strategy	09/12/20 Mayor and Cabinet	David Syme, Strategic Planning Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
September 2020	Building for Lewisham Package A s105 & demolition budget approval	13/01/21 Mayor and Cabinet	Karen Barke, Head of Strategic Development and Councillor Paul Bell, Cabinet Member for Housing & Planning		
November 2019	Approval to appoint operator for concessions contract at the lake, Beckenham Place Park	13/01/21 Mayor and Cabinet	Gavin Plaskitt, Programme Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
June 2020	Climate emergency action plan update	03/02/21 Mayor and Cabinet	Martin O'Brien, Climate Resilience Manager and Councillor Sophie McGeevor, Cabinet Member for Environment		

FORWARD PLAN – KEY DECISIONS					
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			and Transport		
August 2020	Occupational Health Employee Assistance Programme contract	10/03/21 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		

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Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials

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