

# Overview and Scrutiny



## Housing Select Committee Agenda

Thursday, 28 January 2021

**7.00 pm**, Remote - Via Microsoft Teams - the public are welcome to observe via the Council's website at <https://lewisham.public-i.tv/core/portal/home>

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

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# Housing Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 28 January 2021.

Kim Wright, Chief Executive  
Wednesday, 20 January 2021

Councillor Peter Bernards (Chair)	
Councillor Stephen Penfold (Vice-Chair)	
Councillor Aisling Gallagher	
Councillor Silvana Kelleher	
Councillor Olurotimi Ogunbadewa	
Councillor Susan Wise	
Councillor Bill Brown (ex-Officio)	
Councillor Sophie Davis (ex-Officio)	

## **MINUTES OF THE HOUSING SELECT COMMITTEE**

**Wednesday, 18 November 2020 at 7.00 pm**

**PRESENT:** Councillors Peter Bernards (Chair), Aisling Gallagher, Silvana Kelleher, Olurotimi Ogunbadewa, Susan Wise, Bill Brown and Sophie Davis

**APOLOGIES:** Councillors Stephen Penfold

**ALSO PRESENT:** Fenella Beckman (Director of Housing), Kevin Sheehan (Executive Director for Housing, Regeneration & Public Realm) and Katharine Nidd (Strategic Procurement and Commercial Services Manager).

### **1. Minutes of the meeting held on 15 September 2020**

Resolved: the minutes of the last meeting were agreed as an accurate record.

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

The following non-prejudicial interest was declared:

- Cllr Olurotimi Ogunbadewa is a board member of Phoenix Housing

### **3. Responses from Mayor and Cabinet**

Resolved: the committee noted the Mayor and Cabinet response to its referral on overcrowding.

### **4. Budget cuts proposals**

Kevin Sheehan (Executive Director for Housing, Regeneration and Public Realm) introduced the report and noted the following:

- 4.1 The financial impact of Covid-19 on the council has been £68m so far, and this is expected to continue to rise. £30m of this has been additional costs and £38 has been lost income.
- 4.2 The government previously committed to covering the costs of Covid-19. The details are still emerging but some costs will not be covered by the government.
- 4.3 The council is also carrying forward a significant overspend of £10m (from children's social care, environment services, and technology), which it has agreed one-off savings of £5.4m to contain.
- 4.4 In addition to addressing the overspend the council's medium term financial strategy has identified the need for £40m of cuts over the next three years with £24m needed in the next year.

4.5 The proposals being presented are for £15m of cuts for next year. Further proposals will need to be brought to scrutiny early in the new year.

Kevin Sheehan (Executive Director for Housing, Regeneration and Public Realm) introduced each of the cuts proposals listed below in turn. There were questions and discussions after each. Key points are noted below.

- A-07 Housing - Productivity gains
- C-05 Housing needs and procurement service review
- E-07 Increased rent for Private Sector Lease (PSL) and Private Managed Accommodation (PMA)
- F-12 Housing - No Recourse to Public Funds

4.6 The committee asked about the council's plans for disposing of non-strategic assets and how we will be working with partners to invest in strategic assets.

4.7 In response officers reassured the committee that the council is not intending to dispose of any strategic assets. The council will only look to sell those assets that are not useable, too expensive to invest in and are liabilities due to the ongoing costs of maintaining and securing them.

4.8 The committee queried whether the council invests the money it receives from the disposal of non-strategic assets back into strategic assets.

4.9 Officers confirmed that money received would be used to fund the council's capital programme and the delivery of the council's strategic priorities.

4.10 Following discussions on proposal **C-05** (*Housing needs and procurement service review*) the committee asked for reassurance that no one will 'slip through the net' as the council's housing services move from a through-the-door service to a remote service.

4.11 Officers noted that the council has worked extensively with local partners during the pandemic to support a wide range of homeless and street homeless and that it would continue to respond to cases as soon as it's made aware of them.

4.12 On cut proposal **E-07** (*Housing – Increased rent for Private Sector Lease (PSL) and Private Managed Accommodation (PMA)*) the committee asked for reassurance that those tenants affected would be informed and reassured in advance about the changes and what, if anything, they will be required to do.

4.13 Officers noted that they know exactly who will be affected by proposal **E-07** and that each household will be contacted on an individual basis and reassured that they will not be paying any more for their accommodation.

4.14 The committee asked that the council is also sensitive to the impact that Covid-19 has had on people's jobs and financial situations when they communicate with residents about rent increases.

4.15 In relation to cut proposal **E-07** the committee queried whether the council is getting value for money from those properties it rents under Private Sector Lease (PSL) and Private Managed Accommodation (PMA) arrangements.

4.16 Officers noted that private sector rents in London are very high for what you get and that it works with families to enforce standards as much as possible.

4.17 Following discussion on cut proposal **F-12** the committee requested further information on the projected expenditure of the No Recourse to Public Funds (NRPF) service following the implementation of the proposal. Officers agreed to provide this after the meeting.

Resolved: the committee agreed to refer its views to the Public Accounts Select Committee:

*Given that the additional round of budget cuts due to come to scrutiny in January 2021 is expected to be more severe than this round, please can the following information be included in the budget cuts reports to help committee members better understand and come to decisions about the proposals being brought forward:*

- *The impact of a proposed cut on the users of a service*
- *The impact of a proposed cut on the staff of a service*
- *The impact of the cut on the service overall*
- *Which other options were explored and why is this the most viable?*
- *The cumulative impact of the cut on LBL as a whole*

## **5. Select Committee work programme**

Resolved: the committee agreed to include another item on the January agenda to consider further budget cuts proposals.

The meeting ended at 8.20 pm

Chair:

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Date:

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## Housing 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 no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- 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:** January 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, were needed for the 2021/22 Budget.

The new proposals presented in the report total £15.1m, of which £13.0m are towards the gap in 2021/22. This builds on the £26.6m of cuts, of which £15.0m are for 2021/22, approved to progress in the budget build up by Mayor & Cabinet (M&C) in December.

Since the round 1 cuts proposals were considered the provisional Local Government Finance (LGFS) settlement has been announced. If all the available measures are agreed as part of the budget, including applying the maximum council tax increases, this could reduce the requirement for cuts next year to £18m plus the overspend £10m, a total of £28m. This would close the gap, subject to the budget decisions for next year and timely delivery of the agreed cuts in full, for 2021/22 and enable the Council to set a balanced budget.

Members of the Scrutiny Committees are recommended to:

- Note the alignment of the budget build process with the Council's COVID-19 recovery planning, difficult 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

9 December 2020 – Round 1 Cuts proposals 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, were needed for the 2021/22 Budget.
- 1.2. The new proposals presented in the report total £15.1m, of which £13.0m are towards the gap in 2021/22. This builds on the £26.6m of cuts, of which £15.0m are for 2021/22, approved to progress in the budget build up by Mayor & Cabinet (M&C) in December.
- 1.3. At this stage, ahead of preparing the Budget for Council to consider in February, the focus has to be on closing the remaining gap for the next financial year. Since the round 1 cuts proposals were considered the provisional local government finance settlement has been announced. If all the available measures are agreed as part of the budget, including applying the maximum council tax increases, this could reduce the requirement for cuts next year to £18m plus the overspend £10m, a total of £28m.
- 1.4. This leaves a potential gap, depending on confirmation of the local government funding for next year, of £12.9m for 2021/22. This report brings forward further proposals to address this remaining budget gap for the 2021/22 Budget in February. If agreed, this would close the gap for 2021/22, subject to the budget decisions for next year and timely delivery of the agreed cuts in full, and enable the Council to set a balanced budget.
- 1.5. 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.
- 1.6. 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.

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- 1.7. The thematic approach to date, combining the two rounds of proposals, has identified all of the required cuts £28m for 2021/22. If agreed this will close the budget gap for 2021/22. Following the extensive officer and member discussions, this report progresses a number of ideas and brings forward further cuts proposals for the Budget in February.
- 1.8. 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 3 February meeting.

## 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

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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.

## 4. Background

- 4.1. Over the past ten 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 over £60m this year and, with rising infections and further restrictions imposed, the impacts will continue into 2021/22. Despite government promises early in the pandemic, how these costs will be fully funded in this financial year and the budget pressures for future years met is not final. Officers have taken management action to make in-year savings of £5.4m as well as introducing additional spending controls. In the midst of this response we have had to begin the long, difficult process of identifying cuts of at least £40m for the next three years (to April 2024) with up to £24m to be cut in 2021/22 alone plus tackling the continuing overspend estimated at £10m.
- 4.5. With Tier 5 restrictions in place in Lewisham, the Council is now acting quickly once again to protect critical services and support vulnerable residents through another very challenging period. We now face the challenge of needing to simultaneously respond to further waves of the pandemic, plan for the long-term recovery of the place and set a

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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 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 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

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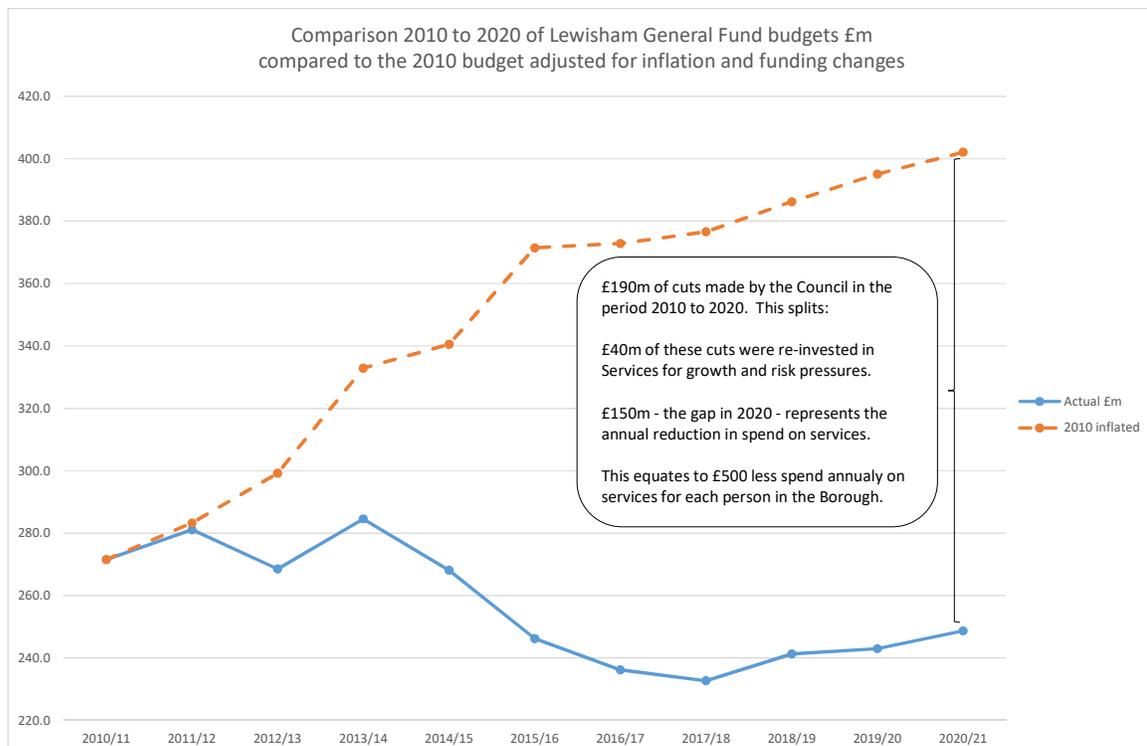
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development and resilience, to nurture and develop Lewisham’s vibrant cultural scene, to promote a sustainable and thriving local economy, to tackle health inequalities, to achieve a fairer, zero-carbon future, and to support our borough’s children 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.

## 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.

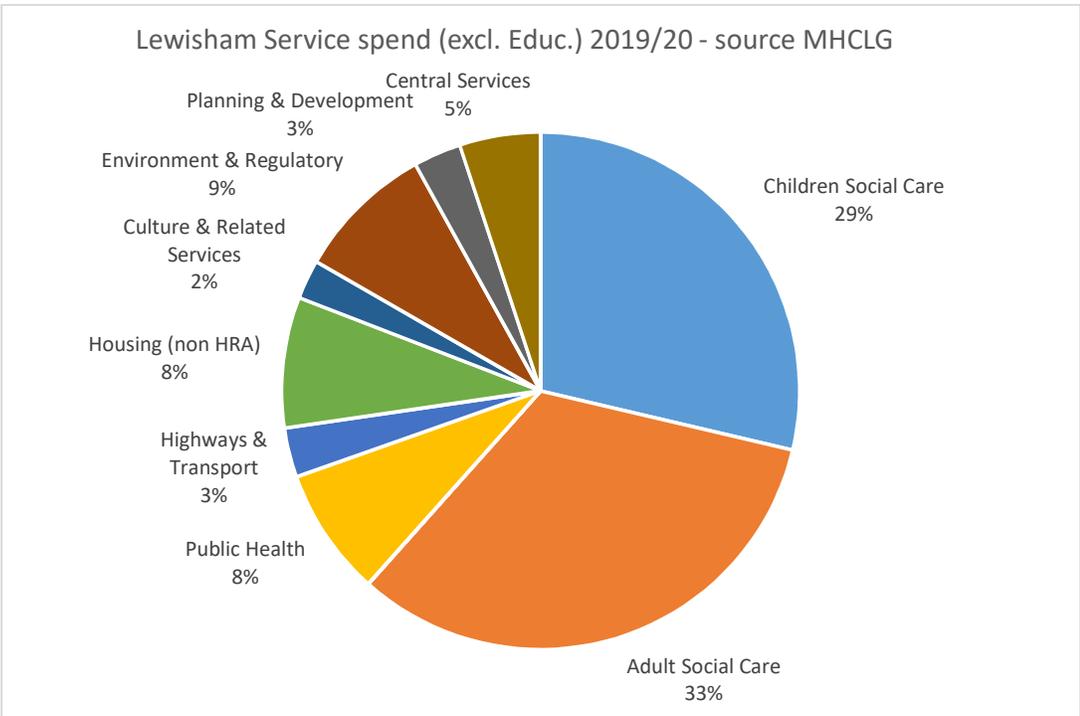
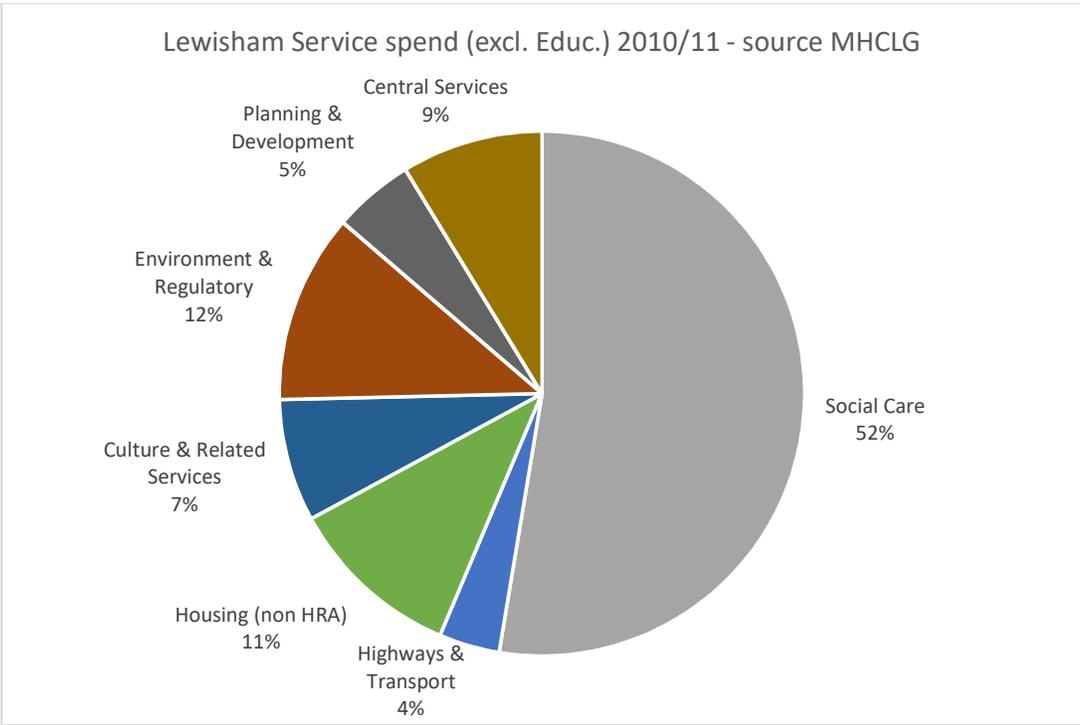


- 6.3. Over this period the Council had also seen its spending choices focused on protecting those front line services for which the most vulnerable in our communities are dependent. In particular, through the children and adult social care services the Council is responsible for. This is shown by comparing the two pie charts below which present the proportion of the Council spend by service area – 2010/11 compared to 2019/20 (the latest published data).

### Is this report easy to understand?

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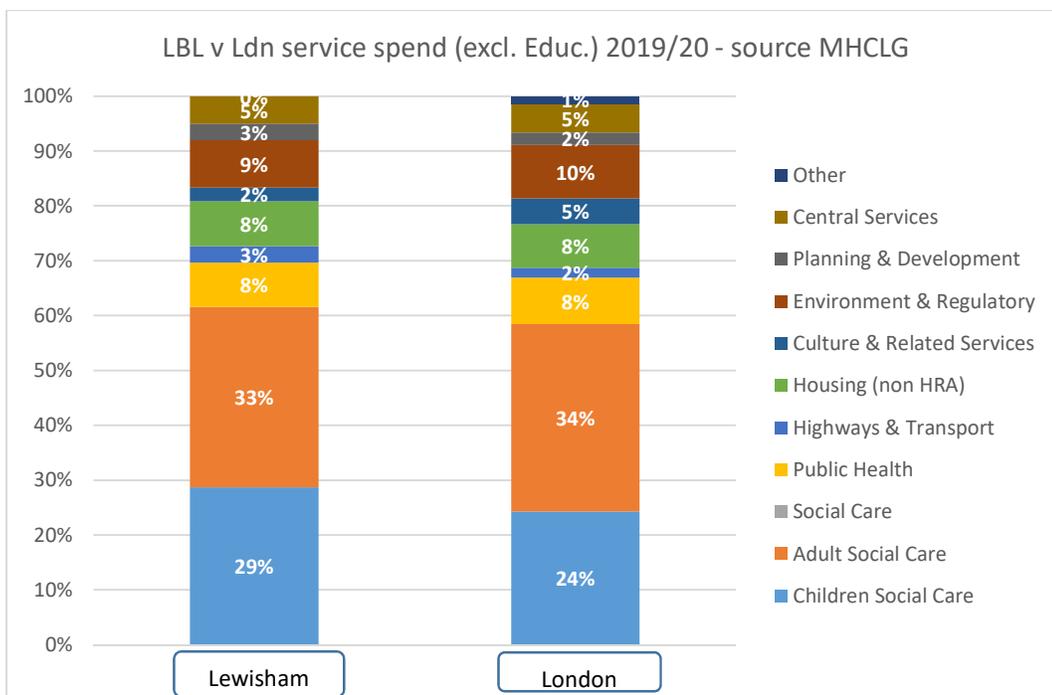
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6.4. In 2010/11 52% of the Council’s general fund service spend was on social care. By 2019/20 that had increased to over 70% across adult and children social care services and including the new public health responsibilities. More detailed income 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 2019/20 position to that of the combined position for other London Boroughs in the bar chart

below.



### 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 November with evidence of further pressures emerging, the impact for this year was estimated at over £60m for this year and now extending into 2021/22. To date the committed government support continues to be announced piecemeal making planning difficult and still does not cover the full impact, particularly when considering the continuing impact of the Council's future tax base (residential and business) through the collection fund in future years.
- 6.7. The in-year position includes £7.5m of cuts which remain at risk as they are still to be delivered in full and were part of the 2020/21 budget cuts of £16.6m. The full detail of these cuts and their current status is tracked in the regular financial monitoring reports to M&C. 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.
- 6.8. 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.
- 6.9. 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 continues. 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 were also been introduced to extend the restrictions on any non-essential spend.

### Looking forward - MTFS

- 6.10. 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

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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 overspend in key service areas.

- 6.11. 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 UK's 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. As this work is a multi-year programme aligned to the Council and community changes that will emerge from the Covid recovery work (as discussed in section 4 above), the work to identify and refine cuts and track their implementation continues. New ideas or changes to those presented here will be reported on as part of the regular financial monitoring reports for Members.
- 7.3. 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				
Round 1	3,797	3,700	100	<b>7,597</b>
Round 2	2,895	0	0	<b>2,895</b>
B. Joint working				
Round 1	1,821	1,608	0	<b>3,429</b>
Round 2	1,150	0	0	<b>1,150</b>
C. Service Reconfiguration				
Round 1	677	375	60	<b>1,112</b>
Round 2	2,801	534	0	<b>3,335</b>
D. Assets Realisation				
Round 1	889	151	557	<b>1,597</b>
Round 2	300	0	0	<b>300</b>
E. Commercial Approach				

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Theme	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total
Round 1	1,897	890	20	<b>2,807</b>
Round 2	850	0	0	<b>850</b>
F. Demand Management				
Round 1	5,970	1,580	2,500	<b>10,350</b>
Round 2	4,969	1,572	0	<b>6,541</b>
<b>Sub totals</b>				
Round 1 – M&C in Dec	15,051	8,304	3,237	<b>26,592</b>
Round 2 – M&C in Feb	12,965	2,106	0	<b>15,071</b>
<b>TOTAL</b>	<b>28,016</b>	<b>10,410</b>	<b>3,237</b>	<b>41,663</b>

<b>Target (at least £40m)</b>	24,000	12,000	11,000	<b>47,000</b>
<b>Provisional LGFS impact (subject to Budget)</b>	<b>-6,000</b>			<b>-6,000</b>
<b>Overspend</b>	10,000	-	-	<b>10,000</b>
<b>Shortfall</b>	16	<b>-1,590</b>	<b>-7,763</b>	<b>-9,337</b>

- 7.4. 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.
- 7.5. 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.
- 7.6. The cuts proposals are itemised by theme below with the full supporting detail in the proforma provided in the appendices to this report. It should be noted that some references may be out of sequence. This is because some proposals are extensions of previous proposals, some have been withdrawn, and others remain in development and may come forward in subsequent rounds.

### **A – Productivity**

- 7.7. 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.
- 7.8. 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.
- 7.9. 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.
- 7.10. The individual proposals put forward for this theme (see details in Appendix 2) in round 2 are:

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Ref	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
A-01a	Staff productivity - arising from new ways of working (including learning from the Covid 19 pandemic), better collaboration and a return on IT investment	1,000	0	0	1,000
A-09	Support to leadership – review of support functions for senior officers	105	0	0	105
A-10	Elections service – focus on channel shift with more online	55	0	0	55
A-11	Review of legal, governance, and elections services to better align resources to deliver the corporate strategy	340	0	0	340
A-12	Rationalising Central Education Services functions, focused on reducing agency and better use of consultants	150	0	0	150
A-13	Children with Complex Needs (CWCN) service redesign to reduce reliance on agency	195	0	0	195
A-14	Replace Educational Psychology (EP) locums and expand generic EP team	200	0	0	200
A-16	Reduction of workforce development budget by focusing on newly qualified social workers	50	0	0	50
A-17	Care leaver accommodation / housing costs by improved pathways to reduce costs	500	0	0	500
A-18	Libraries to maintain a click and collect only service pending strategy for future provision of the service	300	0	0	300
	<b>Theme sub total – round 2</b>	<b>2,895</b>	<b>0</b>	<b>0</b>	<b>2,895</b>

7.11. In addition; a number of opportunities continue to be explored and developed and may be brought forward in a future cuts round. They include:

7.11.1. 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.

7.11.2. 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.

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- 7.11.3. 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.
- 7.11.4. 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**

- 7.12. 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.
- 7.13. 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.
- 7.14. 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.
- 7.15. 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.
- 7.16. 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.
- 7.17. The individual proposals put forward for this theme (see details at Appendix 3) in round 2 are:

Ref	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
B-11	Improved usage of Better Care Fund across partners	1,000	0	0	1,000
B-12	Adult Learning Lewisham – back office efficiencies	96	0	0	96
B-13	Early years funding block	54	0	0	54
	<b>Theme sub total – round 2</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>1,150</b>

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- 7.18. 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:
- 7.18.1. 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.
  - 7.18.2. 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.
  - 7.18.3. Extend the focus on seeking to work with others, in particular to secure more sponsorship and support (financial or otherwise) around common ambitions and also to strengthen the Council's approach applying for grants to support activities.
  - 7.18.4. 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**

- 7.19. 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 working, to review how different services serving the same customers might better come together to do this.
- 7.20. 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.
- 7.21. The individual proposals put forward for this theme (see details at Appendix 4) in round 2 are:

Ref	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
C-09	Youth Offending Service (YOS) redesign	152	0	0	152
C-10	Housing Services review – procedures and structures	300	300	0	600
C-11	Highways and transport reduced dependency on agency staff	300	0	0	300
C-12	Weight management services	25	0	0	25

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Ref	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
C-13	Sexual and reproductive health services in primary care - better use of online resources	100	0	0	100
C-14	Substance misuse reduced spending	150	0	0	150
C-15	Integrated sexual and reproductive health services – better use of online resources	150	0	0	150
C-16	Reduction of management overhead for the social inclusion and recovery service (SLaM Lewisham Community Services)	50	0	0	50
C-17	Re-configuration of mental health supported housing contracts – social interest group	100	150	0	250
C-21	Early help and prevention re-commissioning (part of wider strategy agreed by M&C)	170	0	0	170
C-22	Reduction in council contribution to CAMHS service	250	0	0	250
C-23	Reduction in the health visiting contract	350	0	0	350
C-24	Culture Team salaries and borough of culture	60	0	0	60
C-26	Reducing leisure spend through temporary closure of the loss making Bridge site	355	0	0	355
C-28	Supported housing services	169	84	0	253
C-29	Crime enforcement and regulation service restructure	50	0	0	50
C-30	Rationalisation of business support across Education Services	70	0	0	70
	<b>Theme sub total – round 2</b>	<b>2,801</b>	<b>534</b>	<b>0</b>	<b>3,335</b>

7.22. 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:

7.22.1. 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.

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- 7.22.2. 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).
- 7.22.3. 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.
- 7.22.4. 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).
- 7.22.5. 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**

- 7.23. 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.
- 7.24. 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:
- 7.25. 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.
- 7.26. Housing and development income – presents a route to achieving around £500k per annum by presenting a development package of sites that could achieve a net rental return to the Council from around 250 new homes.
- 7.27. 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.
- 7.28. The individual proposals put forward for this theme (see details at Appendix 5) in round

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2 are:

Ref	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
D-09	Education assets – grant reprofiling	300	0	0	300
	<b>Theme sub total – round 2</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>300</b>

- 7.29. 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:
- 7.29.1. 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.
- 7.29.2. 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.
- 7.29.3. 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**

- 7.30. PASC's investigations over recent 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.
- 7.31. 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.
- 7.32. The Council has been championing the development of greater commercial understanding and rigour in its service offering. This has been around achieving 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.
- 7.33. 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.

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- 7.34. 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.
- 7.35. The individual proposals put forward for this theme (see details at Appendix 6) in round 2 are:

Ref	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
E-01a	Improved Debt collection – further actions, thereby lowering bad debt provisions	500	0	0	500
E-08a	Contract Efficiencies – extend inflation management actions	250	0	0	250
E-11	Review discretionary sales, fees and charges and increase to the point of full cost recovery.	100	0	0	100
	<b>Theme sub total – round 2</b>	<b>850</b>	<b>0</b>	<b>0</b>	<b>850</b>

- 7.36. 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:
- 7.36.1. Extending possible traded services, for example arboreal or garden services with in-house parks service.
- 7.36.2. Identifying areas for more extensive enforcement to improve general environment – e.g. fly tipping and littering, estate agent boards not removed etc.
- 7.36.3. Ensuring services are open to and seeking out grant support and other investment partners to support council service delivery in the Borough.
- 7.36.4. Continuing to strengthen the commercial skills in those letting contracts and commissioning services to secure the best value for money.

#### **F – Better demand management**

- 7.37. 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.
- 7.38. 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 a the potential for promoting greater independence with significant positive budget impacts.
- 7.39. 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

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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.

7.40. The individual proposals put forward for this theme (see details at Appendix 7) in round 2 are:

Ref	Title	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
F-15a	Environment services operations review with investment in mechanisation	0	567	0	567
F-19	Reduction in specialist legal advocacy and assessments for CYP proceedings	500	0	0	500
F-20	Emission based charging for short stay parking	120	120	0	240
F-21	Road safety enforcement	250	375	0	625
F-22	Motorcycle parking charges	0	80	0	80
F-23	Home to school transport	250	0	0	250
F-24	Adult Social Care cost reduction and service improvement programme	3,849	430	0	4,279
	<b>Theme sub total – round 2</b>	<b>4,969</b>	<b>1,572</b>	<b>0</b>	<b>6,541</b>

7.41. 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:

7.41.1. Developing a refreshed approach to adult social care based on better managing demand through focusing on promoting independence, with a modernised and transformed service delivery model.

7.41.2. 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.

7.41.3. Develop stronger sufficiency strategies with aligned performance reporting across social care to convert data to information, anticipate demographic risks and

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opportunities, and better manage demand for services.

7.41.4. 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.

7.41.5. 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 3 February alongside the budget report for 2021/22. 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:

13 Jan	Healthier Communities
14 Jan	Safer and Stronger
	Sustainable Development
21 Jan	CYP
28 Jan	Housing
02 Feb	PASC

8.2. Subject to the decisions at M&C on the 3 February 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, excluding 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. Those requiring consultation will require longer to implement, extending into 2021/22.

### Decision making process

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

8.4. 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

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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.	✓	✓	✓	✓	✓	✓

8.5. 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 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.

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### **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 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

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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
- 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.

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### **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: E-11, F-15a, F-20, F-21 and F-22.

## **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 C-09 and C-29.

## **14. Health and wellbeing implications**

- 14.1. The specific health and wellbeing implications identified as arising from the current cuts

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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: A-13, B-11, C-12, C-13, C-14, C-15, C-16, C-17, C-21, C-22, C-23, C-26, C-28 and F-24.

## 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
- 9 December 2020 – Round 1 Cuts proposals 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 – to follow for M&C

## 16. Glossary

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

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

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Term	Definition
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 Services, 020 8314 9114, [david.austin@lewisham.gov.uk](mailto:david.austin@lewisham.gov.uk)
- 17.2. Katharine Nidd, Acting Director for Strategic Finance and Procurement, 020 8314 6651, [Katharine.nidd@lewisham.gov.uk](mailto: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 Services, 020 8314 9114, [david.austin@lewisham.gov.uk](mailto: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, [suki.binjal@lewisham.gov.uk](mailto: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-01a	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.	1000	0	0	1000	Y	N	N	PAC/ SSCSC
A-09	Support to leadership	Review of support functions to senior officers.	105	0	0	105	N	N	Y	PASC

A-10	Elections services	Channel shift to reduce postage, paper and door-to-door activities, which increases the productivity of the team and reduces costs.	55	0	0	55	N	N	N	PASC
A-11	Legal, governance service and elections review.	<p>Redesign of legal services, elections and committee services which will involve a restructure. The changes proposed will combine some services/functions/roles which will result in some posts being realigned, new roles being created and it is intended to delete some roles. There will also be some minor reporting line realignments. The proposals will create greater resilience and capacity across the teams.</p> <p>It will also go towards eradicating silo working and strive to establish a more collaborative working environment for all of our stakeholders, with a visible approach to the delivery of legal and governance support.</p> <p>It will also enable the team to be able to swiftly realign its resources, to deliver and support the council Corporate Strategy and to achieve improved outcomes.</p> <p>This is the first step towards creating a modern legal and agile governance service, which is both responsive and proactive.</p>	340	0	0	340	N	N	Y	PASC

A-12	Rationalising Central Education Services functions	<p>Central Education Services' budget covers a range of services which support the work the Council does to support our schools including Lewisham Learning.</p> <p>The majority of the service is delivered through temporary agency spend on consultants to support specific education projects and school improvement work.</p> <p>It is proposed that there is a reduction in agency spend including the rationalisation of consultancy support for targeted work and projects and to also use a bank of evidence based consultancy through procurement, rather than agency.</p>	150	0	0	150	N	N	N	CYP
A-13	Children with complex needs (CWCN) revision	<p>The CWCN Service supports children and young people and their families who have complex Special Educational Needs (SEN). All services work in a multi-agency way to support children and their families with SEN to achieve better outcomes. In the last couple of years there has been a dependency on making use of agency staff to deliver key aspects of the service. It is proposed that there is a redesign of the service with the explicit aim of reducing this dependency by having a secure permanent, inhouse team.</p>	195	0	0	195	N	N	Y	CYP
A-14	Replace Educational Psychology (EP) locums / Expand generic EP Team	<p>In order to meet the increased demand for assessments and Education Health &amp; Care plans and reduce our dependency on agency Educational Psychologists, it is proposed that there is a redesign of the service with the explicit aim of reducing this dependency by having a secure permanent, inhouse team.</p>	200	0	0	200	N	N	N	CYP

A-16	Reduction of workforce development budget	This proposal relates to increased income following the programme of appointing and supporting more newly qualified social workers. Increased amounts of NQSW's generates income. This will be used for workforce development.	50	0	0	50	N	N	N	CYP
A-17	Care leaver accommodation / housing costs	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. Proposals are already in development, but it is difficult to be accurate about the reduction in spend that will follow from this work at present so a figure assuming a 5% reduction in costs is currently assumed.	500	0	0	500	N	N	N	CYP/HSC
A-18	Libraries maintain a click and collect only service	The Library and Information Service has commenced the process of producing a strategic position statement to guide the future provision of the service. There is also a need for an infrastructure plan to consider the infrastructure that the service depends upon in terms of assets and ICT. In March/April 2021 proposals on how the service will operate post Covid will be brought to Mayor and Cabinet for consideration. This will need to reflect the financial position of the council and will be seeking a saving of between £300-500k from the Library service budget. In the meantime it is likely that the library service will be required to continue to support Covid response and therefore the reduced click and collect service will be continued.	300	0	0	300	N	N	N	SSCSC

B-11	Improved usage of BCF Funding across partners	The Better Care Fund (BCF) and Improved Better Care Fund (iBCF) are funding streams that seeks to join up health and social care provision. In Lewisham the combined value of the funds is c£35m spent across health, social care and the VCS. The spend against these funds has evolved over time and so it has been agreed to undertake a strategic review of the use of the funds. This proposal will ensure that we get best value out of partnership working & provide more seamless working to deliver best outcomes.	1000	0	0	1000	Y	Y	Y	HCSC
B-12	Adult Learning Lewisham - back office efficiencies	Adult Learning provides a wide range of accredited and community learning courses for adults from three dedicated centres and a range of community settings. It is primarily funded through a ring fenced grant from the GLA, however £96k of general fund subsidy that has accrued through salaries inflation allocated to the service. This proposal looks at a range of back office efficiencies across the service in order to minimise the impact on learners.	96	0	0	96	N	N	?	HCSC
B-13	Early Years Funding Block	This proposal is to use an increased contribution from the Early Years block of the DSG to offset the wider cost of the service which is provided to Early Years providers. The total of the Early Years Funding Block is currently in excess of £24.5 million. There is a requirement to pass through a high proportion of this funding, and that no more than 5% of this block can be retained. The expectation is that the 5% retained funding will be used to pay for central costs in meeting the statutory requirements of the Childcare Act. This further increase of £54k takes the retention up to the 5% cap.	54	0	0	54	N	N	N	CYP

C-09	Youth Offending Service (YOS) redesign	A saving of £152,000 is proposed to the overall staffing costs across the service. Following the success of the YOS there has been a reduction in the number of young people in the criminal justice system and there are currently a number of vacant posts within the service. It is proposed that a redesign of the service will build on the successes of the service and make the reduction in staffing costs permanent. The current vacant posts have been carried for some time with no impact on service provision resulting in a permanent staff establishment reduction.	152	0	0	152	N	N	N	SSCSC
C-10	Housing Services Review	In order to achieve a significant level of reduction in budget, it is proposed that a full restructure of the Housing Needs service is undertaken in order to streamline existing activity and identify areas where we can realise the additional efficiencies required. This review will include a look at our processes as well as review of staffing numbers.	300	300	0	600	Y	N	Y	HSC
C-11	Reduced dependency on agency staff within Highways and Transportation Services	Temporary staff are used to complement the permanent staff when necessary, in order to deliver service objectives, projects and programmes outside of normal workloads and plans or where staff of a specialist nature are required. The Highways & Transport Service currently have several staff members, who meet the above criteria above and are not paid for directly through specific grants or programmes from 2021/22 onwards. A saving can be achieved through releasing temporary staff and assessing the workload to ensure a continuity of service.	300	0	0	300	N	N	Y	SDSC

C-12	Weight management services	By re-investing some of the funding towards modernising the service and piloting a new approach to digital services and a new service targeted at BAME populations we will seek to ensure that through recommissioning for March 2022 we are able to make best use of limited resources.	25	0	0	25	Y	Y	N	HCSC
C-13	Sexual and Reproductive Health Services in Primary Care	This proposal is to reduce the Sexual and Reproductive Health Service Budget by £100k. Planned increases in LARC activity in Primary Care would be limited to the new reduced budget. Within this plan we also propose to de-commission the Checkurself service which is available for young people to test specifically for Gonorrhoea and Chlamydia because this is a duplication of online testing which is available through SHL for people of all ages.	100	0	0	100	Y	Y	N	HCSC

C-14	Substance Misuse Cuts (Public Health Budget)	<p>A proposed £70k cut to prescribing budgets through negotiating with South East London Clinical Commissioning Group (SEL CCG).</p> <p>A £50k cut to the Tier 4 residential budget</p> <p>A £30k cut to the training, involvement and consultation budget</p> <p>The remaining provisions will continue to be more than many councils provide.</p>	150	0	0	150	Y	Y	Y	HCSC
C-15	Integrated Sexual and Reproductive Health Services	<p>This proposal is to reduce the current £5.2m Integrated Sexual and Reproductive Health Budget by £150k. Increased use of the e-service (self-test kit ordered online, delivered to home address) which was uncapped as part of business continuity measures for Covid-19, means demand will be met in a more cost-effective way.</p>	150	0	0	150	Y	Y	N	HCSC

C-16	Reduction of Management overheads for the Social Inclusion and Recovery Service (SLaM Lewisham Community Services)	It is proposed that as a component of the Mental Health Provider Alliance Community Transformation the SIRs team be disaggregated, the roles will be integrated into the generic Community Mental Health Team retaining the functions of the team whilst reducing the overhead costs.	50	0	0	50	N	N	N	HCSC
C-17	Re-configuration of MH Supported Housing pay – Social Interest Group	These contracts have not been meeting the needs of people with the level of complexity and acuity that was initially envisaged. This cut reflects a contract management approach to this lower level of complexity.	100	150	0	250	N	N	N	HCSC

C-21	Early Help and Prevention Re-commissioning	<p>This involves changes to three parts of the wider early help offer: i) youth services; ii) children's and family centres and iii) Young Peoples health and wellbeing services. It is proposed that there is a reduction to the overall value of the three contracts listed below:</p> <ul style="list-style-type: none"> <li>• As part of a move to a more targeted youth offer we aim to support Youth First through the support of a longer lease arrangement with some buildings. The Council provides additional money to support these buildings. This will be reduced by £100,000 as the expectation is that Youth First will generate increased income from the building to support its running costs</li> <li>• Through the development of an in-house Family support service there will be a reduction in the value of the contract for the commissioned Children's Centre service</li> <li>• Through the re-tendering of the Young People's Health &amp; Wellbeing Service there will be a small reduction in the value of the contract.</li> </ul> <p>There remains the clear commitment to increased spend on mental health as part of Early Help and Prevention, in line with the approved strategy.</p>	170	0	0	170	N	N	N	CYP
C-22	Reduction in LBL contribution to CAMHS service	<p>It is proposed that the Council's contribution to the CAMHS generic team (Horizon) of £250,000 is withdrawn from April 2021. However it is noted that the Council will continue to fund additional CAMHS support for targeted groups of young people and the contribution from the CCG has been going up significantly in recent years with an increase of £600,000 this year and a further increase expected next year. The contract for CAMHS support is a single CCG/Council contract, so the overall value of the contract will still increase. Through improvements in the contract management approach better alignment of delivery and need can be achieved.</p>	250	0	0	250	Y	Y	N	CYP

C-23	Reduction in the Health Visiting contract	To reduce the value of the Health Visiting contract by £350,000 next year. The service is funded by the Public Health grant. A reduction in the Health Visiting grant contribution would be used to support the wider Early Help service. The provider would need to consider the detail of how to implement the proposed cut, although we are aware that the service routinely carries a number of vacant posts, in part due to the difficulty of recruitment in this area and we expect this existing saving to largely fund the cut.	350	0	0	350	Y	N	N	CYP
C-24	Culture Team Salaries & Borough of Culture	A £60k reduction to the Culture Team salaries budget removing some additional support that was provided to help the team manage Borough of Culture. The removal of this funding would require Broadway Theatre staff to be deployed to the Borough of Culture Team pending the reopening of the Theatre in summer / autumn of 2022.	60	0	0	60	N	N	N	SSCSC
C-26	Reducing leisure spend – temporary closure of the Bridge	<p>It is proposed that The Bridge Leisure Centre should remain closed while a new Physical Activity Strategy is developed (which will include the undertaking of consultation) and there is full consideration of the future of leisure facilities in the borough taking into account that strategy.</p> <p>Over the last three years, losses of about £500,000 have been recorded by the centre. It is anticipated that to reopen the site in 2021 would require an annual subsidy payment of circa £750,000 in revenue and circa £450,000 essential capital works, with a further £600,000 of works that would be considered as necessary with the first few years of reopening.</p>	355	0	0	355	Y	Y	N	HCSC

C-28	Supported Housing Services	Cessation of two contracts: i) parent and child services and ii) adults placement service. These contracts have not been working and joint work is going on with Housing and CYP colleagues to ensure an appropriate provision is in place.	169	84	0	253	N	Y	N	HCSC
C-29	Crime, Enforcement & Regulation Service Restructure	This restructure will deliver on changes required to deliver a service re-focused on priority areas, following significant savings made in the division since 2015. This restructure is required to refocus generic officers into specialist areas to enable better management of staff and more effective delivery of those service areas.	50	0	0	50	N	N	N	SSCSC
C-30	Rationalisation of Business support across Education services	It is proposed to review the wider business support for Education Services which is likely to lead to a reduction in the number of staff providing this support. This would be a target saving of £70,000.	70	0	0	70	N	N	Y	CYP

D-09	Educational Assets	<p>It is proposed to reprofile spend to utilise capital grant monies where possible for all spend associated with school buildings, this will allow up to £253k to be saved from the General Fund. Any income from the letting of vacant Premises Officers Houses to Lewisham Homes (£47k) to be taken as an income stream for the council rather than being re-used by the service.</p>	300	0	0	300	N	N	N	CYP
E-01a	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 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>	500	0	0	500	N	N	N	PASC

E-08a	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 a further £250k can be cut on top of the £500k cut put forward in round 1 through the removal of £750k in total from the non-salary inflation with a review of those services most able to deliver against this and tracked through the procurement cycle.	250	0	0	250	N	N	N	PASC
E-11	Environmental Enforcement – Use of Civil Enforcement Officers	The proposal is to supplement the Environmental Enforcement team with Civil Enforcement Officers, appropriately trained to focus on on-street littering.	100	0	0	100	Y	N	Y	SDSC /S SCSC
F-15a	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	567	0	567	Y	N	Y	SDSC
F-19	Reduction in specialist legal advocacy and assessments for CYP proceedings	The budget for child placements is significantly overspending at present. This saving activity is in train already and is contributing to a reduction in the overspend in this financial year. The saving will be achieved through a reduction in court proceedings, legal advocacy and specialist assessments for court proceedings.	500	0	0	500	N	N	N	CYP

F-20	Emission based charging for Short Stay Parking	This proposal considers the particular adverse environmental and health impacts of fossil fuel emissions on short stay parking and proposes implementing an emission based parking regime similar to that for parking permits within Lewisham.	120	120	0	240	Y	Y	N	SDSC
F-21	Road Safety Enforcement	To complement the proposal for the Council to enforce yellow box junctions, it is proposed that a similar programme of enforcement be undertaken to support the Councils priorities around road safety and local environment. The proposal is to review existing restrictions and initially enforce those with the highest number of contraventions and those contraventions where a high risk of occurrence and personal injury is highlighted.	250	375	0	625	Y	N	N	SDSC
F-22	Motorcycle parking charges	Motorcycles currently park free of charge in Controlled Parking Zones (CPZs) and on any permit holder, pay-and-display or dual purpose bay within Lewisham. In addition some motorcycle parking is available in car parks. As part of our commitment to improve local air quality and reduce CO2 emissions in Lewisham, we are proposing to introduce parking permits for motorcycles. This is aimed at tackling air pollution from motorcycles by encouraging people to switch to less polluting models or more sustainable forms of transport. It will also bring all motorcycle parking charges in line with other vehicles, which have had emissions-based permits since last year.	0	80	0	80	Y	Y	N	SDSC

F-23	Home to school transport	<p>The Council has a statutory requirement to provide home to school transport for children with Educational health &amp; Care Plans where the plan specifies a transport service. There are 2 aspects within the transport service - passenger services (Lewisham buses) and the use of taxis. The annual budget has typically overspent by £2M. The proposal is to review passenger services and use of taxis to identify a strategy to secure a reduction in spend of £250,000.</p>	250	0	0	250	N	N	N	CYP
F-24	Adult Social Care cost reduction and service improvement programme	<p>A full scale service wide review will be completed for Adult Social Care with the objective of reducing costs whilst improving the outcomes for our residents. The review will be expected to build on the first round cuts proposed and deliver second round savings of £4m through:</p> <ul style="list-style-type: none"> <li>• Working with our NHS partners to ensure people have access to rehabilitative therapies and recovery</li> <li>• Better demand management through promoting independence and supporting a strength based model, working with service users to determine how their needs are best met through the assessment process</li> <li>• Assessing our performance, productivity and our unit costs by benchmarking against our statistical neighbours</li> <li>• Improved commissioning and contract management arrangements for our domiciliary, residential, nursing and day care services to ensure the services delivered are of good quality and offer value for money</li> <li>• To assess the providers in the market place to determine whether the alternative offer is better placed to meet our residents' needs.</li> <li>• Modernising and transforming our building based day centre provision.</li> </ul> <p>This review also includes the cuts F-07 (outsourcing Enablement) and F-08 (outsourcing Linkline) which were put up in round 1 and deferred.</p>	3849	430	0	4279	Y	Y	Y	HCSC

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**Appendix 2 - A – Productivity**

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## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Productivity Staffing Savings
Reference:	A-01a
Directorate:	Cross Council
Director of Service:	Director of Corporate Resources
Service/Team area:	Strategic Finance
Cabinet portfolio:	Finance and Resources – Cllr De Ryk
Scrutiny Ctte(s):	Public Accounts Select Committee / Safer Stronger Communities 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
	<p>Yes / No</p> <p>See para 16.2 of the Constitution</p> <p><a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a></p>		
Not increase service staffing budgets	Yes – in that its more than £500k	No	No

3. Description of service area and proposal
<p><b>Description of the service area (functions and activities) being reviewed:</b></p> <p>This is a cross Council approach affecting all service areas with staffing budgets.</p>
<p><b>Cuts proposal*</b></p> <p>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. In the first round of cuts proposals £3m was offered up via not allocating this inflation to services and that 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. In the recent Spending Review it was announced that there would be a public sector pay freeze for all except those earning below £24k full time equivalent. The lower paid staff will receive a minimum of £250 (or 1%). In light of the announcement, it is intended that a further £1m cut is taken from budgets, this will mean that the bulk of the cuts can be found from not awarding budgeted inflation and the additional £1m being achieved through productivity for 2021/22.</p> <p>This will impact all services across the Council.</p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

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 with staff who will be eligible for the increase receive this. Whilst others are supported to identify other areas of savings to support the approx. 1% decrease in salary budgets. Managers will need to ensure that they identify actions to be undertaken to remain within the allocated 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
<b>£1,000</b>	£1,000	£0	£0	£1,000
<b>Total</b>	1,000	0	0	1,000

## Cuts proposal template 2021/22

5. Financial information				
% of Net Budget	0.76%	0%	0%	0.76%
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	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
2. All other corporate priorities impacted equally	
3.	
4.	
5.	
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? 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:			
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. 1% to ensure that they remain within the allocated salary budgets.			
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:	

## Cuts proposal template 2021/22

9. Human Resources impact					
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 further saving of approx 1% 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. Staff terms and conditions are not affected by this cut.

## 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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Support to leadership
Reference:	A - 09
Directorate:	Chief Executive
Director of Service:	Salena Mulhere – Assistant Chief Executive
Service/Team area:	Policy, Performance, Executive Support Office, Chief Executive's Office, Organisational Development & Transformation
Cabinet portfolio:	Cllr Bonavia
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed:	Key Decision*  Yes / No See para 16.2 of the Constitution <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
To refocus resources in the Assistant Chief Executive's Division to support the leadership of the Council	No	No	Yes

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p>In February 2020, the Chief Executive undertook a restructure of the Senior Leadership Team, including the creation of a Chief Executive's Directorate to deliver the corporate strategy at pace, promoting Lewisham and refreshing our organisational culture, to ensure there is grip and control of priorities and resources to make better decisions based on insight and analysis and to drive forward strategic transformation to improve services and outcomes for residents.</p> <p>The Assistant Chief Executive is responsible for the Mayor's Office, Communications, Overview and Scrutiny, Executive Support, Policy and Performance, Programme Management, Strategic Transformation and Organisational Development. The proposed restructure focuses on Policy and Performance, Executive Support, Strategic Transformation and Organisational Development.</p>
<b>Cuts proposal*</b>
<p>Looking holistically at the range of support functions that exist in the Assistant Chief Executive division, there is potential to reorganise and streamline the division to better provide timely, insightful, efficient and strategic support to the Council's Senior Leadership Team and thereby the wider organisation. This proposed restructure builds stronger strategic support structures around directorates and directorate management teams, with more practical focus on effective, outcome-focused transformation and delivery. This approach builds a structure that better ensures that the strategic priorities of the organisation drive the culture and approach across the whole organisation. This is done by prioritising strategic transformation based on</p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

insight and engagement with residents, and by linking policy and support to leadership on a daily basis. Together these changes assist with putting organisational culture, development and transformation at the heart of the division.

The Executive Support Office is in scope, with a proposed refresh and modernisation of structure, key roles and responsibilities updated to better suit a more agile leadership style and ways of working, as is the Policy and Performance team, given its role in supporting senior officers make informed decisions, by providing insight, data and policy advice. Clearer opportunities to collaborate and progress are being built in to the structure to give more staff within the division the ability to work collaboratively and see clearer routes of career progression.

Lewisham is poised for a significant period of challenge and transformation. To support our leaders, political and professional, to manage this effectively the organisation must be supported, equipped and ready to change and this proposed restructure will build strategic capacity to better do this. This restructure aims to better support the leadership to ensure the effective and timely delivery of transformation; of the organisational change and priorities set out by the Chief Executive, of the challenges as set out in the MTFs and detailed in this and the previous cuts rounds, and of a council and community reshaped by the need to “recover” from Covid.

### 4. Impact and risks of proposal

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

The direct impact on service users is minimal, but the new structure is designed to build strategic support for the Council’s leadership team, achieving greater productivity. The service provided by some of the divisional teams to other Council services will in some instances change in scope and focus, which may result in the need for changed capacity at a service level in some instances, which will be discussed with relevant Directors.

The Assistant Chief Executive’s division provides support for the leadership of the Council, both executive and scrutiny Councillors, including the Mayor, and senior officers. Direct support for the political leadership of the organisation - Scrutiny and the Mayor’s Office – is not in scope of this restructure, however, by restructuring to better support the Leadership of the organisation it is intended to be better able to provide support and responses to the political leadership too.

All staff impacts will look to mitigation via redeployment as first route where possible.

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

No risks associated with proposal.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
			5,173	
HRA	n/a	n/a		
DSG	n/a	n/a		
Health	n/a	n/a		
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000

## Cuts proposal template 2021/22

5. Financial information				
Support to leadership restructure	105			105
Total	105			105
% 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. Nil impact: <ul style="list-style-type: none"> <li>Tackling the Housing Crisis</li> <li>Giving Children and young people the best start in life</li> <li>Building an inclusive local economy</li> <li>Delivering and defending: health, social care &amp; support</li> <li>Making Lewisham greener</li> <li>Building safer communities</li> </ul>	<b>Corporate priorities</b> <ol style="list-style-type: none"> <li>Open Lewisham</li> <li>Tackling the Housing Crisis</li> <li>Giving Children and young people the best start in life</li> <li>Building an inclusive local economy</li> <li>Delivering and defending: health, social care &amp; support</li> <li>Making Lewisham greener</li> <li>Building safer communities</li> <li>Good governance and operational effectiveness</li> </ol>
2. Positive impact: <ul style="list-style-type: none"> <li>Open Lewisham</li> <li>Good governance and operational effectiveness</li> </ul>	

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

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

9. Human Resources impact				
Will this cuts proposal have an impact on employees: Yes / No				Yes
Workforce profile:				
Posts		FTE		Vacant

## Cuts proposal template 2021/22

9. Human Resources impact					
		in post		Agency / Interim cover	Not covered
Scale 1 – 2	0				
Scale 3 – 5	0				
Sc 6 – SO2	6				
PO1 – PO5	11				
PO6 – PO8	11				
SMG 1 – 3	2				
JNC					
Total	30				
Gender	Female	Male			
	21	9			
Ethnicity	BME	White	Other	Not Known	
	13	15	0	2	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex	Gay / Lesbian	Bisexual	Not disclosed	
	17	1		11	

## 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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Elections Services
Reference:	A-10
Directorate:	Legal, Governance and HR
Director of Service:	Suki Binjal
Service/Team area:	Electoral Services
Cabinet portfolio:	Cllr Bonavia
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed:	Key Decision*  Yes / No See para 16.2 of the Constitution <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
1. Rolling register - to reduce printing and posting costs due to completing more actions online and use of hybrid mail	No	No	No
2. Changes will be made to the canvass (enabled by canvass reform). Fewer forms to be printed and posted	No	No	No
3. To reduce the door knocking requirement during the canvass, halving the cost.	No	No	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
Electoral services manage the publication of the electoral register. This involves a monthly process of adding and removing electors, and publishing the updates. It includes an annual canvass of the borough whereby we have statutory requirements to contact all properties in the borough and identify changes to the register. The team also manages the administration of elections which involves significant project planning work in a condensed period of time.
<b>Cuts proposal*</b>
Electoral services already conducts as much comms as possible 'online' and via email but we can improve this. We have identified more email addresses from other council databases to enable this change. Use of hybrid mail rather than our internal print and post room functions almost halves the cost of sending forms (e.g. evidence requests,

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

query forms, change of name applications, rolling reg applications, household enquiry forms, special category renewals, review and deletion letters) in the post.

The statutory annual canvass was reformed in 2020. It changes the 'route' for properties dependent on the national and local data match status. In Lewisham, around 60% of properties had a complete match of all electors after the data matching stage, meaning those properties no longer require a door-knock, and instead follow a much simpler route. Of the remaining properties, we can now use email and telephone contacts, on top of the forms sent by post so as to reduce the number of properties requiring a door knock. Due to lockdown, we weren't able to make maximum use of the changes. We can make further savings in the 2021-22 budget. There will be fewer forms to print, reduced postage costs, and increased traffic via email and 'no change' properties. We will be able to send more forms via email and completions via telephone.

The number of properties requiring a door-knock has dropped. We can employ fewer canvassers and target them more deliberately. Outside of election time whilst we continue to be busy we are able to spread this work amongst the team which enables a reduction in numbers for outside of the live election period.

### 4. Impact and risks of proposal

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

There will be minimal impact. Many changes to the service have to be made regardless as they are a requirement of canvass reform (see 4 above).

Residents will receive more direct communication via email which can more easily be stored. We will be able to respond to them quicker than the previous postal reliant method.

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

There is a low risk that the canvassing budget will not be sufficient should the number of properties requiring a door knock increase.

We can mitigate that by undertaking telephone canvassing by the electoral team, which has zero cost, and sending additional emails to these properties where possible. Further data mining as mentioned above would enable us to improve this part of the service.

### 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
1. Rolling registration to Reduce print and post costs	15			15

## Cuts proposal template 2021/22

5. Financial information				
2. Canvass reform. (see part 4 above for explanation.) Will reduce print and post costs.	10			10
3. Canvass reform. (See part 4 above for explanation). Halve door-knocking costs	30			30
<b>Total</b>	55			55
<b>% of Net Budget</b>	12%			12%
<b>Does proposal impact on:</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>	<b>Health</b>
<b>Yes / No</b>				
<b>If DSG, HRA, Health impact describe:</b>				

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

7. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Zero
	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	NA
Age:	NA	Sexual orientation:	NA
Disability:	NA	Gender reassignment:	NA

## Cuts proposal template 2021/22

8. Service equalities impact			
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					
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 are no specific legal implications at this time.

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

## Cuts proposal template 2021/22

11. Summary timetable	
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Legal, Governance and Elections service review
Reference:	A-11
Directorate:	Chief Executive
Director of Service:	Suki Binjal
Service/Team area:	Law, Governance, and HR
Cabinet portfolio:	Cllr Bonavia
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed:	Key Decision*  Yes / No See para 16.2 of the Constitution <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
<p>Redesign of legal services, elections and committee services which will involve a restructure.</p> <p>The proposal will be to combine some services/functions/roles which will result in some posts being deleted.</p>	No	No	Yes

3. Description of service area and proposal
<p><b>Description of the service area (functions and activities) being reviewed:</b></p> <p><u>Legal Services</u></p> <p>The directorate comprises of an in-house Legal practice team responsible for corporate governance, robust decision making, professional legal advice and support for the statutory council functions.</p> <p>Discrete areas of responsibility include social care and health legal support, contracts, education, employment, property services, planning law including regeneration, general litigation, health &amp; safety and information management legal advice.</p> <p><u>Electoral services.</u></p>

### 3. Description of service area and proposal

The team has the overall responsibility to manage the administration of elections and it also manages the publication of the electoral register. This involves a monthly process of adding and removing electors, and publishing the updates. It also includes an annual canvass of the borough whereby we have statutory requirements to contact all properties in the borough and identify changes to the register.

#### The Governance team (committee services)

This team supports the effective management of Committee meetings ensuring that public meetings comply with the law and constitutional requirements. The service also maintains the Council's planned calendar of meetings and agenda planning. The team provides support and advice to all Members (in both Executive and non-Executive positions) and is also responsible for managing members' allowances.

#### **Cuts proposal\***

Currently, the governance team is managed by a head of business committee (at SMG1) and the election teams is managed by the electoral services manager (PO8).

The proposal is to combine the governance (committee services) and the elections teams to be managed under one head of service.

It is also being proposed to realign legal services in order to reduce the teams from four teams/service areas to two.

Currently, in legal services, there are four service teams

- Commercial, education and employment
- planning property and environment
- social care and health and
- general litigation

Pending formal consultation, it is being proposed to combine the

- Commercial, education and employment and planning property and environment as one team - reflecting places and regeneration legal work and
- Social care and health with the general litigation team - to reflect our communities/people.

The proposals will create greater resilience and capacity across the teams.

It will also go towards eradicating silo working and strive to establish a more collaborative working environment for all of our stakeholders, with a visible approach to the delivery of legal and governance support.

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

It will also enable the team to be able to swiftly realign its resources, to deliver and support the council Corporate Strategy and to achieve improved outcomes.

This is the first step towards creating a modern legal and agile governance service, which is both responsive and proactive.

As a result, pending formal consultation, it is envisaged that some posts will be realigned and some will be deleted from the current overall structure. The proposal will equate to circa 6 posts from across the three services i.e. elections, legal and committee services.

### 4. Impact and risks of proposal

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

Through recent one-to-one discussions with some of the council services that use legal services, it has become apparent that, at times, there is reliance on legal services to provide support when it is not necessary. Legal services in some areas, such as employment/HR advice and support, adult and child care services (this is not an exhaustive list) provide non legal and/or admin support. As we scale back such non legal and admin support (in collaboration with the receiving services) there could potentially be some service disruption, however, the impact should be minimal.

By combining the services, the staff will be able to focus on providing legal support.

There will be a risk of potential redundancies. All staff impacts will look to mitigation via redeployment as first route where possible.

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

Set out above

### 5. Financial information

Controllable budget:	Spend	Income	Net Budget	
General Fund (GF)	£'000	£'000	£'000	
	6,700	(800)	5,900	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22	2022/23	2023/24	Total £'000
	£'000	£'000	£'000	
Legal, elections and governance	340			340
<b>Total</b>	<b>340</b>			<b>340</b>
<b>% of Net Budget</b>	<b>6%</b>	<b>0%</b>	<b>0%</b>	<b>6%</b>

## Cuts proposal template 2021/22

5. Financial information				
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
Yes / No	Y			
If DSG, HRA, Health impact describe:				

6. Impact on Corporate priorities: list in order of DECREASING impact	
Nil impact: <ul style="list-style-type: none"> <li>• Giving Children and young people the best start in life</li> <li>• Building an inclusive local economy</li> <li>• Delivering and defending: health, social care &amp; support</li> <li>• Making Lewisham greener</li> <li>• Building safer communities</li> </ul>	<b>Corporate priorities</b> <ol style="list-style-type: none"> <li>1. Open Lewisham</li> <li>2. Tackling the Housing Crisis</li> <li>3. Giving Children and young people the best start in life</li> <li>4. Building an inclusive local economy</li> <li>5. Delivering and defending: health, social care &amp; support</li> <li>6. Making Lewisham greener</li> <li>7. Building safer communities</li> <li>8. Good governance and operational effectiveness</li> </ol>
Positive impact: <ul style="list-style-type: none"> <li>• Open Lewisham</li> <li>• Good governance and operational effectiveness</li> <li>• Tackling the Housing Crisis</li> </ul>	

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

## Cuts proposal template 2021/22

<b>9. Human Resources impact</b>					
Workforce profile: for the legal, governance and elections					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	6	6.0			
Sc 6 – SO2	5	4.8			
PO1 – PO5	21	20.4		1	
PO6 – PO8	7	6.6		1	
SMG 1 – 3	5	5.0			
JNC					
<b>Total</b>	<b>45</b>	<b>43.8</b>		<b>2</b>	
Gender	Female	Male			
	35	10			
Ethnicity	BME	White	Other	Not disclosed	
	18	25	1	1	
Disability	Yes	No	PNTS	Not disclosed	
	1	24	10	10	
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	PNTS	Other
	25			19	1

<b>10. Legal implications</b>
State any specific legal implications relating to this proposal:
There are no immediate specific legal implications.

<b>11. Summary timetable</b>	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	Proposals prepared ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Rationalising Central Education Services functions
Reference:	A-12
Directorate:	CYP
Director of Service:	Angela Scattergood
Service/Team area:	School Improvement
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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
Rationalising Central Education Services functions	No	No	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p>Central Education services budget covers a range of services which support the work the Council does to support our schools including Lewisham Learning, a partnership between the Council and schools which leads on school improvement work in Lewisham.</p> <p>The majority of the service which delivers school improvement support for Lewisham schools is delivered through temporary agency spend on consultants to support specific education projects and school improvement work.</p>
<b>Cuts proposal*</b>
<p>It is proposed that there is a reduction in agency spend including the rationalising of consultancy support for targeted work and projects and to also use a bank of evidence based consultancy through procurement, rather than agency.</p> <p><b>Mitigating Actions for 21/22</b>            Spending linked to priorities in School Improvement framework, delivered in conjunction with Lewisham Learning.</p>

4. Impact and risks of proposal
<b>Outline impact to service users, partners, other Council services and staff:</b>
The work can be delivered through the proposed plan.
<b>Outline risks associated with proposal and mitigating actions to be taken:</b>

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	2,378			
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Rationalising Central Education Services functions	150			150
<b>Total</b>	150			150
<b>% of Net Budget</b>	6%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	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	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
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
	No specific impact
	If impacting one or more wards specifically – which?

**Cuts proposal template 2021/22**

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

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

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

## Cuts proposal template 2021/22

<b>11. Summary timetable</b>	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc.), implementation:	
Month	Activity
September 2020	Proposals prepared
October 2020	Business plan developed
November to December 2020	
November to December 2020	
December 2020	
January 2021	Procurement process
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

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## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Review of Children with Complex Needs (CWCN)
Reference:	A-13
Directorate:	CYP
Director of Service:	Angela Scattergood
Service/Team area:	Children with Complex Needs (CWCN)
Cabinet portfolio:	CLr Barnham
Scrutiny Ctte(s):	CYP

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

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p>The Children with Complex Needs service (CWCN) is a multi-disciplinary service that supports children and young people and their families who have complex Special Educational Needs and disabilities. The service comprises of statutory and non-statutory teams this includes the Special Educational Needs Team, Children with Disabilities Social Care Team, Portage, Travel Assistance and SEND Advisory Service. All services work in a multi-agency way to support children and young people and their families with SEN to achieve better outcomes.</p>
<b>Cuts proposal*</b>
<p>In the last couple of years there has been a dependency on making use of agency staff to deliver key aspects of the service.</p> <p>It is proposed that there is a review of the service with the explicit aim of reducing this dependency as much as possible, by having a secure, in-house, permanent team of staff, including permanent managers. This is an ambitious aim, given the ongoing challenges in recruiting to permanent social work posts across the sector nationally.</p> <p>The review will explore different ways of working and rationalisation, while ensuring we continue to meet statutory requirements, while delivering savings.</p>
<b>Mitigating Actions for 21/22</b>
<p>Following the review, it is expected that a restructure will be undertaken, based on a needs analysis to ensure that statutory duties are met in line with regulatory duties.</p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

#### Mitigating Actions for 21/22

The restructure will be based on needs analysis for service delivery to ensure that statutory duties are met in line with regulatory duties.  
All staff impacts will look to mitigation via redeployment as first route where possible.

### 4. Impact and risks of proposal

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

There may be a need to upskill staff as a result of changes to specific roles.

Caseloads will need to be carefully managed to ensure continued effective delivery.

There are ongoing challenges in recruiting to permanent, in-house social work posts across the sector.

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

Delivery of statutory duties will be considered.

The restructure will be based on needs analysis for service delivery to ensure that statutory duties are met in line with regulatory duties.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	55,861	49,796	6,065	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
	195			195
<b>Total</b>	195			195
<b>% of Net Budget</b>	3%	%	%	%
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. Delivering and defending: health, social care & support

2. Giving children and young people the best start in life

3. Building an inclusive local economy

#### Corporate priorities

1. Open Lewisham
2. Tackling the Housing Crisis
3. Giving Children and young people the best start in life

## Cuts proposal template 2021/22

6. Impact on Corporate priorities: list in order of DECREASING impact	
4. Open Lewisham	4. Building an inclusive local economy
5. Good governance and operational effectiveness	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?
	N/A

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			

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	4	4.0			
PO1 – PO5	35	33.0		8	
PO6 – PO8	5	5.0		2	
SMG 1 – 3	2	2.0			
JNC					
Total	46	44.0		10	
Gender	Female	Male			
	36	10			
Ethnicity	BME	White	Other	Not Known	
	18	20		8	

## Cuts proposal template 2021/22

9. Human Resources impact					
Disability	Yes	No	PNTS	Not disclosed	
	2	14	8	22	
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	PNTS
	27			5	14

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

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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Replace Educational Psychologist locums through expanding the generic EP Team
Reference:	A-14
Directorate:	CYP
Director of Service:	Angela Scattergood
Service/Team area:	Educational Psychology
Cabinet portfolio:	Cllr Barnham
Scrutiny Ctte(s):	CYP Select

2. Decision Route			
Cuts proposed:	Key Decision*  Yes / No See para 16.2 of the Constitution <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Replace 6.0 Locum EPs by expanding generic EP Team	No	No	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p>Description of service area: Educational Psychology Team</p> <p>The Educational Psychology Team provides a traded service, working with schools to provide statutory assessments, early years work and critical incident support.</p> <p>From 2015 to 2019, the number of children in Lewisham with an Education Health and Care Plans (EHCPs) increased by 65.5%, from 1,408 to 2,344.</p> <p>The number of ECHPs in Lewisham now stands at 2,873, representing a further 22.5% increase since the January 2020 SEN2 census date. The Education Psychology team did not have capacity for this increase so has had to employ additional locum Educational Psychologists in order to deliver our statutory duty. This has led to an overspend.</p>
<b>Cuts proposal*</b>
<p>In order to meet the increased demand, it is proposed to restructure the service, bringing in more permanent, in-house capacity, to avoid reliance on the use of more expensive locums. This would achieve a saving of £200,000. This proposal has been discussed and developed over time with staff.</p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

All staff impacts will look to mitigation via redeployment as first route where possible.

### 4. Impact and risks of proposal

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

Impact would be very positive

- This would solve the ongoing issues we have had with capacity issues for the last few years
- We would have improved accountability and management of assessments and plans being submitted on time and improved reputation
- Improved standard of work as all EPs will be part of generic team, same access to supervision, CPD, and better knowledge of LA process and ethos
- Improved structure of team, in line with other boroughs. (We are one of the only London boroughs to have only one senior post). An improved structure will improve retention and recruitment.

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

The one risk is if we are not successful in recruiting main grade EPs as there is a national shortage.

If we are unable to recruit we may not be able to complete the statutory work and this will affect KPIs for the borough. Consideration will need to be given to marketing and recruitment and retention initiatives

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	1,424	593	831	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Locums to permanent staff	200			200
<b>Total</b>	200			
<b>% of Net Budget</b>	24%	%	%	%
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

Giving children and young people the best start in life	Corporate priorities
	1. Open Lewisham

## Cuts proposal template 2021/22

6. Impact on Corporate priorities: list in order of DECREASING impact	
2. Delivering and defending: health, social care and support	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. Building an inclusive economy	
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
	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					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					

## Cuts proposal template 2021/22

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

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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	<b>Changes to Children's Social Care services – care leaver accommodation and workforce development</b>
Reference:	A-17 and A-16
Directorate:	CYP
Director of Service:	Lucie Heyes
Service/Team area:	Children's Social Care
Cabinet portfolio:	Chris Barnham
Scrutiny Ctte(s):	CYP

2. Decision Route			
Cuts proposed:	Key Decision*  Yes / No See para 16.2 of the Constitution <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
1. Care leaver housing/accommodation costs (A-17)	no	no	no
2. Reduction of Workforce Development Budget (A-16)	no	no	no

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
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.
<b>Cuts proposal*</b>
<p>It is firstly important to note that the budget for placements for Children Looked After and accommodation for Care Leavers 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.</p> <p>1. <u>Care leaver housing/accommodation costs</u> 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 how this work with reduce costs at present but a figure assuming a 5% reduction in costs is currently assumed. Work is underway at present</p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

to develop improved housing pathways that should also be cheaper than the current arrangements. Once this work is completed the savings figure may increase, in particular for Year 2 after any investments in new accommodation and support have been made.

#### 2. Reduction of workforce development budget

Increased amounts of NQSW's generates income through a grant that supports the induction and training of newly qualified social workers. This will be used for workforce development. This income reduces the need for financial support from the General Fund to support the training and development of social workers. We have seen a significant increase in the number of NQSWs joining Lewisham.

Sponsorship to attend externally run training and conferences will cease, unless it is critical to business.

#### **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:**

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.

The key areas of risk in meeting these savings is that support for CLA is a statutory requirement on local authorities where support is provided dependant on demand and individual needs. Examples of risks include potential increase in demand arising from circumstances being associated with Covid and Brexit. A further consideration is price which can be influenced by factors such as increase in wage costs and also market place i.e. availability of suitable provision.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	56,103	-3,834	52,269	
HRA				
DSG				

## Cuts proposal template 2021/22

5. Financial information				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Care Leaver Housing/accommodation	500	0	0	500
Workforce Development budget reduction	50	0	0	50
% of Net Budget	3%	0%	0%	0%
<b>TOTAL</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>550</b>
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.	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
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

## Cuts proposal template 2021/22

8. Service equalities impact			
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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
October 2020	Proposals submitted to Scrutiny committees leading to M&C

## Cuts proposal template 2021/22

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

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## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Library and Information Service
Reference:	A-18
Directorate:	Community Services
Director of Service:	Liz Dart, Director of Culture, Libraries and Learning
Service/Team area:	Libraries and Information Service
Cabinet portfolio:	Community Sector, Cllr Jonathan Slater
Scrutiny Cttee(s):	Safer Stronger Communities Select Committee

2. Decision Route			
Cuts proposed:	Key Decision*  Yes / No See para 16.2 of the Constitution <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Reconfiguration of library service.	yes	Yes Informal	
<b>Staff reorganisation</b>			Yes Informal

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p>Lewisham Library and Information Service provides free unbiased access to books and information through the following channels:</p> <ul style="list-style-type: none"> <li>- Hub Libraries in Catford, Lewisham, Deptford and Downham.</li> <li>- Nine Community Libraries delivered in partnership with community organisations</li> <li>- E-Library, providing online access to a wide range of books, periodicals, reference materials and engagement activities</li> <li>- Home Library service for housebound residents</li> <li>- Archives and Local History Service</li> </ul>
<b>Cuts proposal*</b>
<p>The Library and Information service plays an important role in providing access to books, information, learning, cultural activities and computers. It has been some years since the Council considered how this service is delivered to make sure the Council fulfils its statutory duties, while also modernising the service and contributing to the cuts the Council needs to make.</p> <p>During the coronavirus pandemic, the library service has adapted well to offer Covid-safe services to residents, including click and collect and maximising online platforms. This has enabled some members of staff to be redeployed to support other services and residents. These new ways of working have created both challenges and positive learning, which will be fed into a strategic review of the service.</p> <p>A strategic review of the service – which will include engagement with residents - will consider how we can best provide a modern library service while identifying cuts of £300-500,000 in total. It is proposed to bring this review to Mayor and Cabinet in</p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

March/April 2021. Depending on the outcome of the review, it is anticipated that £100-230,000 could be made this year, with further savings coming in 2022/23.

Savings can be made in 2021/22 by freezing vacant posts. The service's salary budget makes up 80% of its total budget. Freezing recruitment to vacant posts could save £150,000 in 2021/22. This is alongside a part year saving of £100k from the review.

### 4. Impact and risks of proposal

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

The detailed proposals brought back in March/April 2021 will ensure that the service remains accessible to residents, in particular the most vulnerable and those living in areas of deprivation.

In making cuts of £300-500,000 there will need to be a reduction in the service salaries budget which makes up 80% of the service's expenditure. In the first instance the service will be holding vacant posts. It is likely that when proposals are brought forward they will require a full restructure of the service, which may result in a loss of further posts.

All staff impacts will look to mitigation via redeployment as first route where possible.

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

The Council must ensure it continues to satisfy the statutory requirements of the 1964 Public Libraries Act to provide a "comprehensive and efficient" service to residents. This will be a key consideration in the detailed proposals.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,087.4	75.8	3,011.6	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Freezing vacant posts & part year of restructure	150			150
Further saving following decision on detailed proposals and staff reorganisation (8 months affect in 21/22) Scale dependent on proposals.	100-230	50 - 120		150-350
<b>Total</b>	<b>250-380</b>	<b>50-120</b>		<b>300-500</b>
<b>% of Net Budget</b>	<b>8-13%</b>	<b>2-4%</b>	<b>%</b>	<b>10-17%</b>

## Cuts proposal template 2021/22

5. Financial information				
Does proposal impact on: Yes / No	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 an inclusive local economy	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
2. Giving Children and young people the best start in life	
3. Building safer communities	
4. Open Lewisham	
5.	
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:	Medium	Pregnancy / Maternity:	Medium
Gender:	Medium	Marriage & Civil Partnerships:	Medium
Age:	Medium	Sexual orientation:	Medium
Disability:	Medium	Gender reassignment:	Medium
Religion / Belief:	Medium	Overall:	Medium
For any High impact service equality areas please explain why and what mitigations are proposed:			
This proposal is a reduction in a universal service that could be the subject of challenge. A full service equalities impact assessment would be undertaken to fully understand whether any specific equality areas may be disproportionately impacted and how we can mitigate this impact as we deliver the saving.			
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:	

## Cuts proposal template 2021/22

<b>9. Human Resources impact</b>					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2	0	0	0	0	0
Scale 3 – 5	18	12.8	30	0	12
Sc 6 – SO2	33	25.8	42	0	9
PO1 – PO5	6	6	7	1	0
PO6 – PO8	0	0	0	0	0
SMG 1 – 3	1	1	1	0	0
JNC	0	0	0	0	0
<b>Total</b>	<b>58</b>	<b>45.6</b>	<b>80</b>	<b>1</b>	<b>21</b>
Gender	Female	Male			
	34	24			
Ethnicity	BME	White	Other	Not Known	
	21	30	2	5	
Disability	Yes	No			
	2	40	13	3	
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Prefer not to say	
	22			36	

## 10. Legal implications

State any specific legal implications relating to this proposal:

The council has a “statutory duty” to provide a library service as per the Public Libraries and Museums act 1964

## 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
January 2021	Proposals submitted to Scrutiny committees leading to M&C
February 2021	In principle approval at M&C to seek a saving from library service and freeze vacant posts pending detailed proposals.
January 2021 to March 2021	Completion of strategic position statement and infrastructure plan for libraries including public consultation.
April 2021	Report to M&C with detailed proposals for how the library service will operate post Covid and deliver a saving of £300-500k.
April 2021	Staff reorganisation commences
August 2021	New staff structure implemented and saving achieved

Appendix 3 – B – Joint Working

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## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Better Care Fund
Reference:	B-11
Directorate:	Communities
Director of Service:	Tom Brown
Service/Team area:	Adult social care/ Joint commissioning
Cabinet portfolio:	Cllr Chris Best (Health and Adult Social Care)
Scrutiny Ctte(s):	Healthier Communities Select Committee

2. Decision Route			
Cuts proposed:	Key Decision*	Public Consultation	Staff Consultation
	Yes See para 16.2 of the Constitution <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>	Yes and Statutory vs informal	Yes and Statutory vs informal
	YES	YES	YES

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
The Better Care Fund (BCF) and Improved Better Care Fund (iBCF) are funding streams that seek to join up health and social care provision. In Lewisham, the combined value of the funds is c£35m spent across health, social care and the VCS. The spend against these funds has evolved over time and so it has been agreed to undertake a strategic review of the use of the funds.
<b>Cuts proposal*</b>
This proposal includes a strategic review of some of the projects funded by BCF & iBCF.
Through effective partnership working and robust contract management we aim to get best value from the fund and hope to make this cut through efficiency savings. The total saving will be around £1m, which can be used to protect other social care services.
Efficiencies identified in the review will be used to protect adult social care services elsewhere.
The review must be undertaken with SE London CCG and their agreement will be needed. Equally, pressure on NHS budgets may mean that they wish to take a similar approach.

## Cuts proposal template 2021/22

4. Impact and risks of proposal
<b>Outline impact to service users, partners, other Council services and staff:</b>
The funds are used to commission and support services across acute hospital services, community and mental health services, as well as social care and Voluntary and Community Sector provision.
Although it is intended that the review will seek to identify efficiencies, if these cannot be found, it is possible that some services may need to be reduced or stopped.
<b>Outline risks associated with proposal and mitigating actions to be taken:</b>
By working in partnership with the CCG we aim to mitigate any unforeseen impacts and reduce potential impacts on residents and partner organisations.

5. Financial information				
<b>Controllable budget:</b>	<b>Spend</b>	<b>Income</b>	<b>Net Budget</b>	
<b>General Fund (GF)</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
	121.5m	55.4m	66.1m	
HRA				
DSG				
Health				
<b>Cuts proposed*:</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total £'000</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
	1,000			1,000
<b>Total</b>	1,000			1,000
<b>% of Net Budget</b>	1.5%	%	%	%
<b>Does proposal impact on:</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>	<b>Health</b>
<b>Yes / No</b>				
<b>If DSG, HRA, Health impact describe:</b>				

6. Impact on Corporate priorities: list in order of DECREASING impact	
<b>1.5</b>	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities
<b>2.1</b>	
<b>3.4</b>	
<b>4.7</b>	
<b>5.8</b>	
<b>6.6</b>	

## Cuts proposal template 2021/22

6. Impact on Corporate priorities: list in order of DECREASING impact	
7.3	8. Good governance and operational effectiveness
8.2	

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 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:	H	Gender reassignment:	
Religion / Belief:		Overall:	H
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					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

**Cuts proposal template 2021/22**

<b>10. Legal implications</b>
State any specific legal implications relating to this proposal:

<b>11. Summary timetable</b>	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	
October 2020	
November to December 2020	Proposals prepared ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> ) 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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Adult Learning Lewisham
Reference:	B-12
Directorate:	Community Services
Director of Service:	Liz Dart, Director of Culture, Libraries and Learning
Service/Team area:	Adult Learning
Cabinet portfolio:	Cllr Jonathan Slater
Scrutiny Ctte(s):	Healthier Communities 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
Removal of general fund subsidy for adult learning	no	no	possibly

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
Adult Learning provides a wide range of accredited and community learning courses for adults from three dedicated centres and a range of community settings. It is primarily funded through a ring fenced grant from the GLA.
<b>Cuts proposal*</b>
Remove £96k of general fund subsidy that has accrued through salaries inflation allocated to the service. This reduction of funding would be managed through a range of back office efficiencies across the service in order to minimise the impact on learners.

4. Impact and risks of proposal
<b>Outline impact to service users, partners, other Council services and staff:</b>
The impact to learners would be minimal. The saving may require a reorganisation and reduction in back office staff. All staff impacts will look to mitigation via redeployment as first route where possible.
<b>Outline risks associated with proposal and mitigating actions to be taken:</b>
The risks attached to this saving are low although any reduction marginally reduces the service ability to respond to increasing level of need for adult skills training. It will not impact on the council's ability to meet its funding requirements for the GLA.

## Cuts proposal template 2021/22

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
			96	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>Removal of general fund contribution</b>	96			96
<b>Total</b>	96			96
<b>% of Net Budget</b>	100%	%	%	100%
<b>Does proposal impact on:</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>	<b>Health</b>
Yes / No				
<b>If DSG, HRA, Health impact describe:</b>				

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

## Cuts proposal template 2021/22

8. Service equalities impact			
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:

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

## Cuts proposal template 2021/22

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

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## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Early Years Funding Block
Reference:	B-13
Directorate:	CYP
Director of Service:	Pinaki Ghoshal
Service/Team area:	Early Years Quality and Sufficiency Service
Cabinet portfolio:	Education
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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
£54k cuts	No	No	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p><b>Introduction:</b> Lewisham as a local authority has a number of statutory duties around Early Education and Childcare. These relate to section 2 of the Childcare Act 2016 and sections 6, 7, 7A, 9A, 12 and 13 of the Childcare Act 2006. Guidance was updated and republished in March 2017 and came into force on 1<sup>st</sup> September 2017.</p> <p>The DfE provides local authorities with six relevant funding streams which together form the Early Years Block of the DSG.</p> <p>The total of the Early Years Funding Block is currently in excess of £24.5 million. There is a requirement to pass through a high proportion of this funding, and that no more than 5% of this block can be retained. The expectation is that the 5% retained funding will be used to pay for central costs in meeting the statutory requirements of the childcare act. The 5% retention amounts to approx. <b>£1.014 million.</b></p>
<b>Cuts proposal*</b>
<p>There is currently a potential to recharge associated costs that support Early Years from the wider CYP areas to a maximum of £54k based on current numbers of children accessing provision. There will be no reduction in the LA service.</p> <p><b>Mitigating Actions for 21/22</b> Please see below. If a reduction in numbers has significant impact on funding and subsequently the centrally retained pot, mitigating actions will be considered to ensure statutory duties can still be met. The 54k contribution to associated costs is considered to be a reasonable prediction of the capacity of the pot even given some fluctuation.</p>

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

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

The above figures are based on current figures, which are derived from the Early Years Census in January of each year. This determines the amount of funding that the LA will receive and therefore what the 5% central retention budget will be and is therefore subject to change.

If the numbers of children accessing early year's education, particularly post Covid reduce the amount we will receive from DfE will reduce and as such the central retention will reduce.

If numbers reduce significantly this will impact on the service budget and the ability to fund existing posts. This will impact on the service that can be offered and our ability to meet our statutory duty. Any mitigation plan will take this into account.

The 54k contribution to associated costs is considered to be a reasonable prediction of the capacity of the pot even given some fluctuation.

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

It should be noted that the funding is directly related to pupil numbers so a reduction in EYFB could impact on our ability to deliver on this saving. It should be further noted that the saving is based on the current legislation that enable LA's to hold back a max of 5% to facilitate the delivery of the Early Years Agenda. Any amendments to this policy would also impact on the ability to deliver on the savings option

There is a risk that the central retention budget will reduce due to the fluid nature of the funding and reduction in birth-rate that Lewisham and other London councils are currently experiencing. This is particularly high risk as a result of Covid and the anecdotal evidence of a trend to move outside of London. It is therefore prudent to ensure we maintain some flexibility within the budget, which has been considered here.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG EY Funding Block	<b>1014</b>	<b>1014</b>		
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>Potential to recharge associated costs that support EY from the wider CYP areas</b>	54			54
<b>Total</b>	54			54
<b>% of Net Budget</b>	5%			%

## Cuts proposal template 2021/22

5. Financial information				
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
		yes		
If DSG, HRA, Health impact describe:		Grant Maximisation within the allowed centrally retained budget		

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

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

### 7. Ward impact

Geographical impact by ward:	No specific impact / Specific impact in one or more
	All, but worst in super output areas or wards in greatest need
	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			

## Cuts proposal template 2021/22

8. Service equalities 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:
Potential impact on ability to deliver statutory duty.

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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

**Appendix 4 – C – Service Reconfiguration**

DRAFT

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Lewisham Youth Offending Service redesign
Reference:	C-09
Directorate:	Children and Young People
Director of Service:	Pinaki Ghoshal
Service/Team area:	YOS
Cabinet portfolio:	Chris Barnham/Brenda Dacres
Scrutiny Ctte(s):	Children and Young People 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
	No	No	Yes

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p>The Youth Offending Service work on behalf of the courts to keep children and young people out of trouble. The statutory requirements and framework are governed by the CJ Act 1998 and the operational delivery accords with the National Standards for Youth Justice 2019. The Service aims to make changes within the current Team structures and the Service delivery model to:</p> <ul style="list-style-type: none"> <li>• Build upon the strong foundations of the established model of operation (Trauma-Informed, Restorative. Unconscious bias) and Lewisham's Public Health approach to reducing violence.</li> <li>• Provides the best placed structure to deliver on the National standards and Inspection priorities both HMIP and Ofsted</li> <li>• Improve the delivery of group and community based interventions</li> <li>• Effectively provide a multi-agency therapeutic hub based on evidence – based practice and deliver on the model</li> <li>• Respond to the higher risk and complexity factors presented by Children in the Youth Justice System particularly changes in pre court cohort and the development of the borough's Multi-agency Concern Hub.</li> <li>• Ensure that prevention and out of court disposals aligns with improved early intervention to prevent first time entrants (health, education, Children's Social Care) and to the Early help and Prevention Improvement objectives</li> <li>• Enhance Staff retention and career progression opportunities</li> </ul>
<b>Cuts proposal*</b>
<p>A saving of £152,000 is proposed to the overall staffing costs across the service. Following the success of the YOS there has been a reduction in the</p>

**3. Description of service area and proposal**

number of young people in the criminal justice system and there are currently a number of vacant posts within the service. It is proposed that the redesign of the service will build on the successes of the service and make the reduction in staffing costs permanent. All staff impacts will look to mitigation via redeployment as first route where possible.

**4. Impact and risks of proposal**

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

**Model Benefits:**

- **Community /outward focus** – more engagement with parents and community groups
- **Enhanced Prevention – Early Help** – increased school & health links & liaison
- **Builds upon strong foundations** – TRM – UB – RJ – multi-agency panels – family work - case formulations – reflective supervision and organisational learning
- **Embeds our organisational learning approach - strengthens evidence-based focus**
- **Reengages group work – potential for innovative interventions - outreach**
- **Aligns with wider borough and CYP divisional objectives for prevention and safeguarding using Contextual approaches**

Risks associated with staff reductions will be offset by additional resilience, performance monitoring and further development of the award winning LYOS model

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

The Service is likely to be Inspected next year 20-21 – vital that improvements are maintained and that cuts do not lead to a poor outcome

**5. Financial information**

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	2,241	638	1603	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
	152			152
<b>Total</b>	152			152
<b>% of Net Budget</b>	9.4%	%	%	%

## Cuts proposal template 2021/22

5. Financial information				
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. Building Safer communities	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
2. Giving Children and young people the best start in life	
3.	
4.	
5.	
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:	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	Yes
Workforce profile:	
Posts	Vacant
FTE	

## Cuts proposal template 2021/22

9. Human Resources impact					
	Headcount in post	in post	Establishment posts	Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	1	1			
Sc 6 – SO2	5	5			
PO1 – PO5	26	19		7	4
PO6 – PO8	3	2		1	
SMG 1 – 3	1	1			
JNC					
Total	36	28		8	
Gender	Female	Male			
	28	8			
Ethnicity	BME	White	Other	Not Known	
	25	11			
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
	27	2		7	

## 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
September 2020	Proposals prepared ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Housing Services Review
Reference:	C-10
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Fenella Beckman
Service/Team area:	Housing Services Division
Cabinet portfolio:	Housing and Planning
Scrutiny Ctte(s):	Housing 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
Housing Review	Yes	No	Yes, Statutory

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p>The housing division operates with three core service group areas focussing on:</p> <ul style="list-style-type: none"> <li>• <b>Housing needs and refugee services:</b> delivering our statutory homelessness services; front-line homelessness prevention and relief services and our work with residents who have no recourse to public funds.</li> <li>• <b>Private sector housing agency:</b> works to manage and improve the private rented sector in Lewisham through licensing and enforcement interventions, and programmes to adapt homes for vulnerable people's changing needs. The Agency also procure temporary homes for a range of customers across the Council who are in housing need</li> <li>• <b>Housing Partnerships and Service Improvement:</b> sets the framework for the way Lewisham delivers its housing services, through strategy, policy and analysis work. The group holds oversight of our housing management partnerships including Lewisham Homes (our ALMO) and RB3 (Housing PFI), as well as with registered providers. Also delivers our programme to support and house Syrian refugees.</li> </ul>
<b>Cuts proposal*</b>
<p>This proposal compliments two budget savings proposals put forward during the Phase 1 of the 20/21 savings programme. In Phase 1, currently going through the Select Committees, are proposals totalling £492k of cuts to the core budget from:-</p> <ul style="list-style-type: none"> <li>• £120k – efficiencies in Housing Needs</li> <li>• £197k – efficiencies in Private Sector Housing Agency</li> <li>• £175k – recharged to disabled facilities grant</li> </ul>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

As part of Phase 2 cuts, the housing division has been asked to identify an additional £600k savings for 20/21. This means that the overall reduction in General Fund budget will come to £1,092k (approx. 24.5% of the total budget for the Division).

In order to achieve this significant level of reduction in budget, this proposal is to undertake a full restructure of the Housing Needs service in order to streamline existing activity and identify areas where we can realise the additional efficiencies required. This review will include a look at our processes as well as review of staffing numbers.

#### **Mitigating Actions for 21/22**

Staff consultation is required and therefore the process is expected to continue into 2021/22. The majority of the savings is expected to come through the second half of 2021/22 with some coming through early 22/23.

All staff impacts will look to mitigation via redeployment as first route where possible.

### 4. Impact and risks of proposal

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

The Housing Services Division delivers a range of statutory activities. The review will ensure that the service (and therefore the Council) continues to meet its statutory obligations.

Regrettably the addition £600k budget saving required for 20/21 will mean reduction in staff numbers and redundancies. It is not possible to confirm how many staff will be impacted as the review will need to be completed but it is possibly in the range of 10-15 FTE.

It should also be borne in mind that the Division's budgets are supplemented by grants such as the New Burdens fund and the Flexible Homeless Support Grant. These have now been confirmed as continuing for 2021/22 at £4.9m. Staffing levels, through the use of fixed term contracts, will adjust in-line with the level of grant.

In summary:-

#### ***The impact of a proposed cut on the users of a service***

- Service users may see some delays in the service they receive which we will try to mitigate in the transformation of the service to make it more efficient and effective. The introduction of the two new IT systems, Assure and the Integrated Housing System, should mean that most of our current manual processes and use of spreadsheets will cease and work flow will be automated

#### ***The impact of a proposed cut on the staff of a service.***

- There will be an impact to staff across the Division as the number of posts funded from Core/General Fund needs to be reduced in order that we can realise the £600,000 savings target

#### ***The impact of the cut on the service overall.***

- The overall impact of the cut on the service is that there will be a period of adjustments while this change programme is being implemented. There is

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

likely to be a dip in service performance whilst we undertake the changes necessary to transform our approach. Our aim is to streamline our processes using the technology that has been invested over the last two years driving out inefficiencies and delivering a much more effective service to our residents.

#### ***The cumulative impact of the cut on LBL as a whole***

- It is probably inevitable that this deduction will reduce the degree of flexibility in the service in the future and potentially our ability to respond to spikes in demand could be limited
- The cumulative impact of the cut on LBL as a whole will mean that the service has delivered its share of the budget savings required
- The service will need to work more closely with statutory and third sector partner organisations in order to meet the needs of customers who might require additional support

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

The risks associated with this proposal is that the savings are not realised. The mitigating actions is to start the service transformation of the whole Division during the fourth quarter of 2020/21 so that we can complete the statutory processes staff consultations and recruitment into roles early in 2021/22.

The potential impact will also be mitigated from the recent investment in new housing systems to streamline processes and ensure more resilience in the service.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	33,422	28,777	4,645	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>Service Review</b>	300	300		600
<b>Total</b>	300	300		600
<b>% of Net Budget</b>	6.5%	6.5%	0%	12.9%
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

2. Tackling the Housing Crisis

Corporate priorities

1. Open Lewisham

2. Tackling the Housing Crisis

## Cuts proposal template 2021/22

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
	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:	Medium - High	Pregnancy / Maternity:	Medium - High
Gender:	Medium - High	Marriage & Civil:	Medium - High
Age:	Medium - High	Sexual orientation:	Medium - High
Disability:	Medium - High	Gender reassignment:	Medium - High
Religion / Belief:	Medium - High	Overall:	Medium - High
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>The division supports the most vulnerable of our citizens in meeting their housing needs. It carries out these functions in a hugely challenging environment. The supply of new social housing in Lewisham has fallen (by more than half in six years) and as a result today we have more than 2400 homeless households in temporary accommodation. Cost pressures exist across the entire housing economy. Home ownership is out of reach for most, private renting is becoming harder to access for our lower income households, and overall demand on our register tops 10,000 households. The Covid-19 pandemic has presented new challenges and it is anticipated that demand from people in housing need over the coming 6-12 months is likely to rise.</p> <p>If this proposal is approved, a full service equalities assessment will be carried out and mitigation measures identified. Our aim is to ensure we continue to meet our statutory obligations and ensure that we are providing a first class service to our residents.</p>			
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		FTE		Vacant

## Cuts proposal template 2021/22

9. Human Resources impact					
	Headcount in post	in post	Establishment posts	Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	2	2.0			2
Sc 6 – SO2	62	60.8		5	62
PO1 – PO5	45	44.8		2	45
PO6 – PO8	9	9.0			9
SMG 1 – 3	1	1.0		1	1
JNC	1	1.0			1
Total	125	123.6			125
Gender	Female	Male		10	Female
	76	49			76
Ethnicity	BME	White	Other	Not disclosed	BME
	75	44	2	4	75
Disability	Yes	No	PNTS	Not disclosed	Yes
	4	42	34	45	4
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	PNTS	Straight / Heterosex.
	86	1		38	86

## 10. Legal implications

State any specific legal implications relating to this proposal:

At this time, if this proposal is approved a detailed proposal will be provided as part of the Change Management process and will include the full equalities assessment.

## 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 / Date	Activity
September – November 2020	Proposals prepared ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
17 November	Review of proposals at DMTs.
25 November	Review at EMT of developed proposals
2 December	Final review at EMT
15 December	Cabinet Briefings on proposals
5 January	Scrutiny Dispatch
w/c 11 January	All member briefing
Financial Year 2021/22	Cuts Implemented

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Reduced dependency on Agency/Fixed term Staff
Reference:	C-11
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Zahur Khan – Director, Public Realm
Service/Team area:	Highways and Transport
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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
	N	N	Y
			Temporary staff

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b> <p>Temporary staff are used to complement the permanent staff establishment, when necessary, in order to deliver service objectives, projects and programmes outside of normal workloads and plans or where staff of a specialist nature are required. Such temporary staff may be employed through an agency or fixed term route and may be funded through external funding such as Transport for London.</p> <p>The Highways &amp; Transport Service currently have several staff members, who meet the above criteria above and some are not paid for directly through specific grants. A reduction in overspend can be achieved through releasing temporary staff and assessing the workload and practices to ensure continuity of service.</p>
<b>Cuts proposal*</b> <p>Pending a wider Public Realm review, there has been a short assessment of the resources within the Highways &amp; Transport service. Ideally, temporary staff should be given a time limit for the needs of their services and strictly adhered to. Unfortunately, this is not the case in many situations, and staff can rollover from year to year, some for a considerable time.</p> <p>With current budgetary pressures, it is proposed that these staff members be released by the end of March 2021. A review of the current workload, with a view to using our partners, to ensure continuity of workload delivery during this reduction.</p> <p>It is proposed to maintain the same level of fee income and hence achieve the saving after these temporary staff leave, from April 2021.</p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

This proposal can be delivered from 2021/22 with a reduction in overspend estimated in the region of £300,000. – As per above.

#### Mitigating Actions for 21/22

- Review current contractual obligations via the current framework contractor, Watermans.
- Review management controls on issuing of works orders for resources.

### 4. Impact and risks of proposal

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

- Delivery of some projects could be delayed, and reassignment of some projects may lead to work load issues.
- With the length of service with some temporary staff, they may be entitled to redundancy payments.

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

- It should be noted that this proposal may impact on service delivery but steps will be taken to minimise this.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	6,266	2,405	3,861	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>Service Review (reduction in overspend)</b>	300			300
<b>Total</b>	300			300
<b>% of Net Budget</b>	10%	%	%	10%
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. Good governance and operational effectiveness

2.

Corporate priorities

1. Open Lewisham
2. Tackling the Housing Crisis

## Cuts proposal template 2021/22

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
	No
	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					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	4	4	4		
PO6 – PO8	1	1	1		
SMG 1 – 3					
JNC					
Total	5	5	5		
Gender	Female	Male			
	1	4			

## Cuts proposal template 2021/22

9. Human Resources impact					
Ethnicity	BME	White	Other	Not Known	
	1	4			
Disability	Yes	No			
	0	2			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
	3	1		1	

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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Weight Management Services
Reference:	C-12
Directorate:	Community Services Directorate
Director of Service:	Catherine Mbema
Service/Team area:	Public Health
Cabinet portfolio:	Cllr Chris Best (Health and Adult Social Care)
Scrutiny Ctte(s):	Healthier Communities 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
£25,000	Yes	Yes	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b> Weight Management services in Lewisham include services provided by WW, Slimming World and specialist, targeted dietetic weight management services which are currently provided by Bromley Healthcare as part of wider CCG contract for Tier 3 weight management and dietetic provision for patients requiring specialist dietary intervention including prescribed oral nutrition supplements.
<b>Cuts proposal*</b> <p>The proposal is to stop funding the Council's contribution of £56,000 per annum towards specialist dietetic weight management provided by Bromley Health Care.</p> <p>This is a proposed cut to a budget funded from the ring-fenced Public Health grant, so any reduction will need to be allocated to budgets delivering Public Health outcomes elsewhere in the Council.</p> <p><b>Mitigating Actions for 21/22</b></p> <p>The proposal is to reinvest £31,000 per annum to deliver alternative digital weight management support and targeted support for BAME people as a pilot in 2021/22 to inform future obesity and weight management commissioning for March 2022.</p>

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

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

Obesity is a significant and rising public health issue in Lewisham, it is a significant risk factor for illnesses such as cancer, Covid-19, diabetes, cardiovascular disease. Reducing access to individual counselling as part of the weight management services will mean that a number of residents may be unable to access support to lose weight and may therefore be at increased risk of these conditions.

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

This proposal will reduce access to weight management services. By re-investing some of the funding towards piloting new approaches to digital services and services targeted at BAME populations we will seek to ensure that through re-commissioning for March 2022 we are able to make best use of limited resources. This will also help contribute to the Council's work on reducing health inequalities.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	16.2m	(16.5)m	(0.3)m	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>Stop Council contribution to CCG Weight Management Contract with Bromley Healthcare</b>	25			25
<b>Total</b>	25			25
<b>% of Net Budget</b>	8%	%	%	%
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. Delivering and defending: health, social care and Support	Corporate priorities
2.	1. Open Lewisham
3.	2. Tackling the Housing Crisis
4.	3. Giving Children and young people the best start in life
	4. Building an inclusive local economy

## Cuts proposal template 2021/22

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:	High	Pregnancy / Maternity:	Medium
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low
Disability:	High	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>Obesity is one of the three areas of focus for reducing BAME Health inequalities for Lewisham's Health and Wellbeing Board.</p> <p>We do not currently have robust data to determine local adult obesity by ethnicity, this is available for England. There is a 53.6% prevalence of obesity for Black women compared to 27.5% for white women. (The Health survey for England 2017). Levels of obesity in Black men was 27.7% compared to 27.3% for White men. (The Health survey for England 2017)</p>			
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					

## Cuts proposal template 2021/22

9. Human Resources impact					
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 Health and Social Care Act 2012 (“the Act”) introduced changes by way of a series of amendments to the National Health Service Act 2006. The Act gives local authorities a duty to take such steps as it considers appropriate to improve the health of the people in its area. In general terms, the Act confers on local authorities the function of improving public health and gives local authorities considerable scope to determine what actions it will take in pursuit of that general function.

Secondary legislative provision, such as the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch representatives) Regulations 2013 require local authorities to provide certain public health services. The public health services which local authorities must provide are:

- National Child Measurement Programme
- Health checks
- Open access sexual health services
- Public health advice service to Clinical Commissioning Groups

### 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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Sexual and Reproductive Health Services in Primary Care
Reference:	C-13
Directorate:	Community Services
Director of Service:	Catherine Mbema
Service/Team area:	Sexual and Reproductive Health
Cabinet portfolio:	Cllr Chris Best (Health and Adult Social Care)
Scrutiny Ctte(s):	Healthier Communities 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
£100,000 reduction to Sexual Health in Primary Care Budget	Yes	Yes	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
Sexual and Reproductive Health Services in Primary Care includes free condoms and pregnancy tests, HIV testing in GP surgeries, GP Long-Acting Reversible Contraception service at Pharmacy Emergency Hormonal Contraception and quick start on the Pill, Checkurself.
<b>Cuts proposal*</b>
<p>This is a proposed cut to a budget funded from the ring-fenced Public Health grant, so any reduction will need to be allocated to budgets delivering Public Health outcomes elsewhere in the Council.</p> <p>This proposal is to reduce the Sexual and Reproductive Health Service Budget by £100,000 from £523,656 to £423,656, a cut of 19%.</p> <p>The budgets for SRH in Primary care in Lewisham have been increased over time in line with our Strategic aim to develop sexual and reproductive health services in primary care. These increases assumed that there would be significant continued growth in activity for GP LARC Service and Pharmacy SRH services. Unfortunately there have been delays in service development around these services and growth in activity has slowed as a result of Covid-19. This has led to an underspend in SRH in Primary Care Budget for the last two years.</p> <p>Lewisham would continue to fund existing levels of GP LARC activity and seek to ensure that all women across Lewisham are able to access LARC through their GP within their Primary Care Network. We would also seek to increase LARC activity but</p>

### 3. Description of service area and proposal

overall activity across SRH services in Primary Care would be limited to the new reduced budget.

Within this plan we also propose to de-commission the Checkurself service which is available for young people to test specifically for Gonorrhoea and Chlamydia because this is a duplication of online testing which is available through SHL for people of all ages.

#### Mitigating Actions for 21/22

LB Lewisham has recently developed a Local Action Plan to Support the delivery of the shared Lambeth, Southwark and Lewisham Sexual and Reproductive Health Strategy 2019-24. Elements of the action plan will be reconfigured to acknowledge the reductions in service availability that would arise from this cut.

For example, Lewisham Local SRH Action Plan includes plans to implement Sexual Health in Primary Care (SHIP) Training for GPs and Pharmacies in 2021 and the recruitment of a GP Sexual and Reproductive Health Champion. These both aim to raise general awareness of contraceptive offer and reproductive health amongst GPs and pharmacies in Lewisham, supporting the delivery of better sexual and reproductive advice to patients, including referral for LARC and knowledge of service availability.

To ensure that young people are aware of the SHL online testing offer we would promote this amongst this audience as part of the proposal to de-commission Checkurself.

### 4. Impact and risks of proposal

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

**Service users:** LARC availability is likely to reduce overall and/or be less available in certain parts of the borough.

**Service users:** Checkurself would no longer be available – but other online STI testing through SHL would be.

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

LARC prescribing data is a key indicator on the Public Health England Sexual and Reproductive Health national dashboard. Borough-level performance data is publically available.

Service underspend in Q1 and Q2 2020 is largely attributable to the effects of COVID-19. Demand for service likely to resume in 2021/22.

Reduction in availability of LARC may exacerbate unmet contraceptive need and widen BAME reproductive health inequalities:

- LARC prescribing in Lewisham is lower than the national average and as seen little improvement in the last four years. (46.8 vs 49.5 prescriptions per 1000. PHE 2018) NICE Guidance states that women should have a choice of all contraceptive methods including LARC methods. The 2019 LSL Contraceptive

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

Needs Assessment highlighted a need to increase LARC prescribing in Lewisham in order to comply with NICE guidelines.

- Use of Emergency Hormonal Contraception (EHC – “the morning after pill”) in Lewisham exceeds both the national and London average, as do rates of abortion. One third of abortions in LSL are subsequent abortions. 87.6% of women prescribed EHC have used it before. This data provides strong evidence of unmet contraceptive need in Lewisham.
- Women of Black ethnicity are the highest users of both EHC and termination services in Lewisham, suggesting particular unmet contraceptive needs in this population.

#### Mitigation

- Sexual Health in Primary Care training for GPs and pharmacies to improve awareness and signposting to existing services
- PCN or GP Federation pilot to increased LARC availability
- Focussed work by the BAME Health Inequalities Working Group and SH Health Promotion Partnership to reduce inequalities in access, treatment and outcomes for people of Black ethnicity.
- The Council is jointly funding work with Birmingham to undertake specific equalities research to better support equalities considerations for these services.

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
Total	100			100
% 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. Delivering and defending: health, social care and support

Corporate priorities  
1. Open Lewisham

## Cuts proposal template 2021/22

6. Impact on Corporate priorities: list in order of DECREASING impact	
2. 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. Giving children and young people the best start in life	
4.	
5.	
6.	
7.	
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?

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

## Cuts proposal template 2021/22

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:	
<p>The Health and Social Care Act 2012 (“the Act”) introduced changes by way of a series of amendments to the National Health Service Act 2006. The Act gives local authorities a duty to take such steps as it considers appropriate to improve the health of the people in its area. In general terms, the Act confers on local authorities the function of improving public health and gives local authorities considerable scope to determine what actions it will take in pursuit of that general function.</p> <p>Secondary legislative provision, such as the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013 require local authorities to provide certain public health services. The public health services which local authorities must provide are:</p> <ul style="list-style-type: none"> <li>• National Child Measurement Programme</li> <li>• Health checks</li> <li>• Open access sexual health services</li> <li>• Public health advice service to Clinical Commissioning Groups</li> </ul>	

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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Substance Misuse Cuts (Public Health Budget)
Reference:	C-14
Directorate:	Joint Commissioning (Public Health Grant)
Director of Service:	Dee Carlin
Service/Team area:	Prevention and Inclusion and Public Health Commissioning
Cabinet portfolio:	Cllr Chris Best, Cabinet Member for Health and Adult Social Care
Scrutiny Ctte(s):	Healthier Communities Select Committee

2. Decision Route			
Cuts proposed:	Key Decision*  Yes / No See para 16.2 of the Constitution <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Primary care medication cost 70k	NO	NO	NO
Reduction in budget Tier 4 residential framework 50k	YES	YES	YES
30k Training budget/SU consultation budget	NO	NO	NO

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p>The Prevention, Inclusion and Public Health Commissioning team commissions a range of services to meet the needs of those with a drug and/or alcohol problem and to reduce harm to society as a whole. These are funded through ring-fenced income from the Public Health grant and the Mayor's Officer for Policing and Crime (MOPAC)</p> <ul style="list-style-type: none"> <li>• A core contract for complex treatment of adults</li> <li>• A Primary Care Recovery Service, incorporating an aftercare service.</li> <li>• A Tier 4 framework for Residential Detox and Rehabilitation, and Structured Day Programmes</li> <li>• Pharmacy Provision of needle exchange and supervised consumption of methadone.</li> <li>• A contribution to an integrated Young Person's Health and Wellbeing Service commissioned by the CYP joint commissioning team.</li> </ul>
<b>Cuts proposal*</b>
<p>This is a proposed cut to a budget funded from the ring-fenced Public Health grant, so any reduction will need to be allocated to budgets delivering Public Health outcomes elsewhere in the Council.</p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

The proposed £150k cut is made up of:

A proposed £70k cut to prescribing budgets through negotiating with South East London Clinical Commissioning Group (SEL CCG).

A £50k cut to the Tier 4 residential budget (Tier 4 services are specialist provision for people with more complex needs).

A £30k cut to the training, involvement and consultation budget.

### 4. Impact and risks of proposals

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

**Reduction in budget Tier 4 residential framework £50k:** The proposed cut will increase the threshold for access to residential treatment in the borough and reduce the number of patients with complex needs who access Tier 4 residential care. People who do not meet the increased threshold will continue to be able to access community-based services.

It is estimated that this will reduce the number of bed spaces we commission by approximately 10. In part, this reflects the decline in use of Tier 4 residential care in 2020/21 as a result of COVID-19 and the uncertainty about future levels of service use.

Pre-COVID levels of beds commissioned were approximately 140 (2019/20). If demand were to increase to pre-COVID levels, the impact of this cut could include the risk of delayed Substance Misuse clients remaining in hospital (bed blocking), low referrals from hospital to community based settings, as well as increased care needs and risks to health and wellbeing.

**£30k cut to involvement, training and consultation budget:** this would represent a 50% cut to the existing budget for substance misuse training to partners across the borough, which supports them to identify, respond to and refer substance misuse issues.

It also reduces by 50% the budget for involvement and consultation, which enables the service to engage directly with service users to ensure services and commissioning reflect their voice and needs, and to engage with specific groups in the population to support equality of access and outcomes in the treatment system.

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

Reduction of the aftercare service could risk an increase in people relapsing and returning to treatment. This will impact on individuals, their families and communities, and on capacity in the treatment system. To mitigate these risks the service will support residents to access services provided by partner's organisations and charities.

Elsewhere the service will look to mitigate affects by continuing to work closely with our partners and to best target remaining resources.

## Cuts proposal template 2021/22

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health	<b>Net 0 budget. Spend 3.7m.</b>			
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
	150			150
<b>Total</b>	£150k			150
% of Net Budget	Net budget is 0	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				All
If DSG, HRA, Health impact describe:				

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

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

## Cuts proposal template 2021/22

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Medium	Pregnancy / Maternity:	Medium
Gender:	Medium	Marriage & Civil Partnerships:	Medium
Age:	Medium	Sexual orientation:	Medium
Disability:	Medium	Gender reassignment:	Medium
Religion / Belief:	Medium	Overall:	Medium
For any High impact service equality areas please explain why and what mitigations are proposed:			
We intend to carry out consultations and a full equalities impact assessment looking at the 40% reduction in the Substance misuse budget over the previous 5 years and the impact that this may have on health inequalities in the borough.			
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:
Providers will need to be issued with 6 months' notice period and would need to go through employment and redundancy processes.

## Cuts proposal template 2021/22

<b>11. Summary timetable</b>	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	Proposals prepared ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Integrated Sexual and Reproductive Health Services
Reference:	C-15
Directorate:	Community Services
Director of Service:	Catherine Mbema
Service/Team area:	Sexual and Reproductive Health
Cabinet portfolio:	Cllr Chris Best (Health and Adult Social Care)
Scrutiny Ctte(s):	Healthier Communities 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
£150,000 reduction to Integrated Sexual Health Budget	Yes	Yes	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p>Payment for Lewisham residents accessing sexual and reproductive health services under the integrated sexual health tariff and the London e-service. This includes a range of testing and treatment for sexually transmitted infections alongside a wide offer of contraceptive interventions. Includes ISHT Clinic Spend, SHL E-Service and PrEP.</p>
<b>Cuts proposal*</b>
<p>This is a proposed cut to a budget funded from the ring-fenced Public Health grant, so any reduction will need to be allocated to budgets delivering Public Health outcomes elsewhere in the Council.</p> <p>Sexual and reproductive health clinics in London are paid through the Integrated Sexual Health Tariff, which was established through the London Sexual Health Transformation Programme. Payment is based on activity, and residents have a right to access treatment anywhere in the country for which the Council is statutorily obliged to pay. Demand for services has increased over the past 5 years. Lewisham continues to experience high demand and need for sexual health services reflected through high rates of teenage pregnancy, abortion and sexually transmitted infections.</p> <p>This proposal is to reduce the Integrated Sexual and Reproductive Health Budget by £150,000 from £5,222,940 to £5,072,940, a cut of 3%. It is anticipated that demand will continue to grow, but that through increased use of the e-service (self-test kit ordered online, delivered to home address) which was uncapped as part of business continuity measures for Covid-19, demand will be met in a more cost-effective way to deliver this cut.</p>

### 3. Description of service area and proposal

Through negotiation with LGT, commissioners will seek to reduce the baseline activity delivered through the existing clinic contract in 2021/22 and in new contracts from 2022/23 onwards. It may be challenging for LGT to reduce their overall cost base for ISHT services because the case mix of patients will change because less serious cases will be diverted to the E-service for testing and treatment. This may result in reductions to access to clinic services. Should it not be possible to deliver savings through the LGT contract then a contingency measure would be to cap the e-service.

#### Mitigating Actions for 21/22

Increase clinic and primary care services' referrals to the E-Service (online STI testing) to ensure that access to STI testing is maintained.

Continue to interrogate demographic data from the E-Service to identify any gaps in populations accessing service, e.g. age, ethnicity, sexuality, and ensure increased use of digital channels does not exacerbate health inequalities.

Undertake work to understand the patient impact of revisions to service pathways, as recommended by the COVID SH Impact Assessment.

### 4. Impact and risks of proposal

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

Service users will be encouraged to use e-service for STI testing and treatment.

LGT may have to make adjustments to their staffing establishment in SRH Clinics to align with changes in case mix and demand, and to manage a reduction in baseline activity and funding. They may also need to reduce access to deliver this saving. Should this not be possible then the e-service cap may need to be re-introduced to manage demand and cost.

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

Risk: Access to STI Testing and treatment online or via telephone plus booked appointment (Covid safe practice but could be continued) may make services less accessible.

Mitigation: recommendation that services have sufficient capacity to maintain an "open door" for those who need to be seen face to face, and that services investigate this need prior to referring someone to the E-Service.

Risk: Reduced access may have disproportionate impact on certain groups, which may cause or exacerbate inequalities in sexual health and service access, e.g. those with privacy concerns around receiving packages to a shared address and / or privacy to complete home tests, or with concerns about security and privacy of online ordering.

Mitigation: Work to understand barriers to access, as indicated by service use data, and patient voice.

## Cuts proposal template 2021/22

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
<b>Reduce ISHT Budget</b>	150			150
<b>Total</b>	150			150
% 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. Delivering and defending: health, social care and support	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
2. Open Lewisham	
3. Giving children and young people the best start in life	
4.	
5.	
6.	
7.	
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?

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

## Cuts proposal template 2021/22

8. Service equalities impact	
For any High impact service equality areas please explain why and what mitigations are proposed:	
<p>Our rates of HIV and STIs are the highest in England, and there are persistent inequalities in sexual and reproductive health, with young people, men who have sex with men (MSM) and black and minority ethnic (BME) communities suffering the greatest burden. Changes to access will impact people with these protected characteristics. Changes to access to integrated sexual and reproductive health services will also impact women seeking contraception.</p> <p>By moving activity to the e-service there will be fewer opportunities for clinicians to identify other possible vulnerabilities and provide additional signposting and advice. This may have a significant impact on younger people, people with disabilities or people who do not identify with the gender they were assigned at birth.</p>	
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:	
<p>The Health and Social Care Act 2012 (“the Act”) introduced changes by way of a series of amendments to the National Health Service Act 2006. The Act gives local authorities a duty to take such steps as it considers appropriate to improve the health of the people in its area. In general terms, the Act confers</p>	

### 10. Legal implications

on local authorities the function of improving public health and gives local authorities considerable scope to determine what actions it will take in pursuit of that general function.

Secondary legislative provision, such as the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013 require local authorities to provide certain public health services. The public health services which local authorities must provide are:

- National Child Measurement Programme
- Health checks
- Open access sexual health services
- Public health advice service to Clinical Commissioning Groups

### 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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Reduction of Management overheads for the Social Inclusion and Recovery Service (SLaM Lewisham Community Services)
Reference:	C-16
Directorate:	Community services
Director of Service:	Dee Carlin
Service/Team area:	Adult Integrated Commissioning
Cabinet portfolio:	Cllr Chris Best (Health and Adult Social Care)
Scrutiny Ctte(s):	Healthier Communities 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
SIRs Overhead costs	No	No	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
Integrated Mental Health Community Services, Social Inclusion & Recovery. The service provides community re-integration for individuals with serious mental health issues offering 12 week programmes of support in order to assess needs and develop an individually tailored care plan.
<b>Cuts proposal*</b>
It is proposed that as a component of the Mental Health Provider Alliance Community Transformation the SIRs team be disaggregated. The roles will be integrated into the generic Community Mental Health Team retaining the functions of the team whilst reducing the overhead costs.

4. Impact and risks of proposal
<b>Outline impact to service users, partners, other Council services and staff:</b>
The integration of the SIRs intervention into the generic Community Mental Health service will provide increased access to services users as the functions/interventions become a component of the community service offer.
The staff affected by the change will be re-deployed within the community mental health teams.
<b>Outline risks associated with proposal and mitigating actions to be taken:</b>

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

Management action is in place to ensure the integration is smooth and there is no negative effect on people who use services.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	16.2m	7.7m	8.5m	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>Reduction of management overheads</b>	50 In addition to existing savings proposal	0	0	50
<b>Total</b>	50			50
<b>% of Net Budget</b>	0.5%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
<b>If DSG, HRA, Health impact describe:</b>				

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

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

### 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?

## Cuts proposal template 2021/22

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			

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:
<p>The SIRs service is outlined in the NHS Contract between the SEL CCG and South London and Maudsley Trust. This is a historic arrangement outlining the integrated nature of joint commissioning in the borough. The SIRs specification will be removed from the contract and the functions outlined in the new service specification for Mental Health Community services</p>

## Cuts proposal template 2021/22

<b>11. Summary timetable</b>	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	Proposals prepared ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Re-configuration of Mental Health Supported Housing pathway – Social Interest Group
Reference:	C-17
Directorate:	Community services
Director of Service:	Dee Carlin
Service/Team area:	Adult Integrated Commissioning
Cabinet portfolio:	Cllr Chris Best (Health and Adult Social Care)
Scrutiny Ctte(s):	Healthier Select

2. Decision Route			
Cuts proposed:	Key Decision*  Yes / No See para 16.2 of the Constitution <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Reconfiguration of the Supported Housing Pathway	No	No	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
The Social Interest Group provides a range of supported housing services for individuals with Serious Mental Illness in order to facilitate community reintegration and independent living. The services are provided through the subsidiary charities SIG Penrose and SIG Equinox in Lewisham. The contracts across both services amount to a significant level of investment. As a component of an overall re-commissioning of the Mental Health Supported Housing Pathway, we have concluded that we can apply savings based on a reduction in care costs and management overheads.
<b>Cuts proposal*</b>
The Social Interest Group has specific contracts that are aimed at supporting those individuals with higher levels of Mental Health severity including housing and supporting individuals that are subject to detention under the Mental Health Act (Penrose No Hope and Jigsaw project). Whilst demand for these services has been consistent, the level of need amongst the patient cohort has changed and in some circumstances is less severe. In addition, the management charges being applied to these services are considerable. Based on the factors above, we will reduce the contract value in-year and through the re-commissioning process for the Mental Health supported housing pathway reconfigure the services and approach to contract management to ensure greater efficiency and value for money in 22/23 through improved alignment of the contract to service users needs.

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

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

Reductions in the cost of care will have no direct impact as we would expect the provider to apply greater efficiencies and to ensure that service provision was aligned to service users needs.

Reductions in management costs will have no direct impact on the costs as they are not related to the direct support that service users receive.

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

This is a cut in the contract value, and a change to contract management approach to reflect the level of complexity of people they are working with. There will be no impact on people who use the service or wider residents.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	16.2m	7.7m	8.5m	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>Reduction of care costs and Management charges</b>	100	150	0	250
<b>Total</b>	100	150	0	250
<b>% of Net Budget</b>	1%	2%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
<b>If DSG, HRA, Health impact describe:</b>				

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

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

## Cuts proposal template 2021/22

6. Impact on Corporate priorities: list in order of DECREASING impact	
8. 6	

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:	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			

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	

## Cuts proposal template 2021/22

### 10. Legal implications

State any specific legal implications relating to this proposal:

The existing contract will need to be varied to incorporate the revised budget reductions.

### 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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Early Help and Prevention Re-commissioning
Reference:	C-21
Directorate:	Children and Young People
Director of Service:	Catherine Buntten/Caroline Hirst
Service/Team area:	CYP Joint Commissioning
Cabinet portfolio:	Children's Services and School Performance
Scrutiny Ctte(s):	CYP

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution <a href="https://lewisham.gov.uk/mayorand-council/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorand-council/aboutthecouncil/how-council-is-run/our-constitution</a>	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
£100,000 from youth services budget (buildings)	No	No - but consultation in redesign	No
£20,000 Children and Family Centres	No	No - but consultation in redesign	No
£50,000 Young People's Health and Wellbeing service	No	No	No

3. Description of service area and proposal
<p><b>Description of the service area (functions and activities) being reviewed:</b></p> <p><b>Youth Services</b> in Lewisham are provided by Youth First, a staff and young person owned mutual. The service is contracted to provide all year round open access positive activities and experiences for young people including in adventure playgrounds and youth clubs.</p> <p><b>Children and Family Centres</b> offer a variety of services and information, advice and support on a range of issues for children of all ages and their families. The core purpose of children and family centres is to improve outcomes for young children and their families as follows:</p> <ul style="list-style-type: none"> <li>• Improved parenting and attachment: including by optimising the outcomes of the first 1001 days, and reducing toxic stress and the impact of factors leading to toxic stress.</li> <li>• Improved school readiness: including support to reach key milestones and child development</li> <li>• Improved child and family health and life chances: including child and maternal mental health and resilience &amp; healthy weight</li> <li>• Prevention of escalation: including support to children and their families to be safe and providing early help</li> <li>• Housing, Employment &amp; Finance Support: including support to mitigate impact of poor housing &amp; employment support</li> </ul>

### 3. Description of service area and proposal

This purpose is achieved by:

- Promoting and supporting access to early years entitlement
- Providing targeted evidence based interventions and help for families in need of 'early help', including family support, domestic violence programmes and CYP IAPT
- Delivering a range of programmes and activities to meet locally and individually identified needs - including: anti-natal and post-natal advice and support; nutrition and healthy lifestyle sessions; Baby Hubs, Mindful Mums, speech and language therapy; piloting integrated development checks, baby massage; and breastfeeding support groups and peer support programme.
- Acting as a hub and building capacity in the local community, whilst brokering relationships between settings and providers in the statutory, voluntary and private sector

Children and Family Centres are expected to focus their work with children and families who meet two or more of the criteria in the Government's Troubled Families programme

**Lewisham's Young People's Health and Wellbeing Service (YPHWS)** works with young people aged 10-19, (up to 25 with additional needs) and offers support to any young person in Lewisham needing help or advice with emotional wellbeing, sexual health or substance misuse. The service provides outreach and short term support at universal and targeted levels (up to tier 3 for substance misuse). Their offer is a universal one. As part of this service, **Kooth** is sub-contracted and provides universal confidential online counselling (delivered by British Association for Counselling & Psychotherapy accredited counsellors) for Lewisham young people living, attending school or with a GP in the Lewisham borough and who are aged 10 to 19. Kooth is also available for targeted cohorts up to the age of 25, with the possibility for extending to all young people up to 25 (with no financial impact).

#### Cuts proposal\*

It is proposed that there is a reduction to the overall value of the three contracts listed below:

- There will be an increase in move to more targeted youth provision. As part of these changes we aim to support Youth First through the support of a longer lease arrangement with some buildings. The Council provides additional money to support these buildings. This will be reduced by £100,000 as the expectation is that Youth First will generate increased income from the building to support its running costs. This is therefore not a reduction in youth work delivery.
- Through the development of an in-house Family support service there will be a reduction in the value of the contract for the commissioned service
- Through the re-tendering of the Young People's Health & Wellbeing Service there will be a small reduction in the value of the contract.

### 4. Impact and risks of proposal

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

We intend to strengthen the quality and breadth of provision for young people at a 'targeted' level of need, and this is anticipated to have a positive impact overall.

**4. Impact and risks of proposal**

Families of younger children will still be able to access CFC services, though fewer universal sessions may be provided as the service focuses on the delivery of evidence based programmes. Targeted family support will be strengthened by our in house service.

Fewer young people may be able to access the YPHWS as the staff establishment will be reduced, however the CAHMS service has been growing in recent years.

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

These cuts proposals will deliver a reduced capacity in universal provision as we shift our available resources to those children and families most at need. There will also be a reduced capacity for emotional wellbeing support for young people through a reduced YPHWS.

However through the Early Help and Prevention Improvement Programme and the new strategy other areas for support are being developed. In addition commissioners are working with stakeholders to explore the universal and targeted offer for children and young people, including access to emotional wellbeing support.

There has been notification from NHSE that CCG CYP mental health budgets will increase incrementally until 2023/24. However, exact allocations for Lewisham are yet to be confirmed. Confirmation has already been secured from NHSE that budgets to support the Mental Health Support Teams (MHSTs) in Schools will increase from £588k in 20/21 to £875k in 21/22. This will result in increased emotional and mental health capacity for Lewisham young people across school settings. MHST funding allocations beyond March 2022 are yet to be confirmed.

Further mitigation will be provided by seeking to deliver our 'Family Thrive' service from locality bases (Covid19 permitting) and thereby providing a stronger LBL presence for children, young people and families in our communities. The targeted family support that is no longer delivered through children and families will be delivered by Family Thrive. This service will be closely aligned to our developing Family Information Service, parent champions work and wider i-Thrive implementation. We also seek to strengthen the partnership support available in the Early Help system, which will increase the resilience across services to be able to support children and families.

<b>5. Financial information</b>				
<b>Controllable budget: General Fund (GF)</b>	<b>Spend £'000</b>	<b>Income £'000</b>	<b>Net Budget £'000</b>	
HRA				
DSG				
Health				
<b>Cuts proposed*:</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>Total £'000</b>
£100,000 from youth services budget	100			100
£20,000 Children and Family Centres	20			20

## Cuts proposal template 2021/22

5. Financial information				
£50,000 Young People's Health and Wellbeing service	50			50
<b>Total</b>	170			170
<b>% of Net Budget</b>	%	%	%	%
<b>Does proposal impact on:</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>	<b>Health</b>
<b>Yes / No</b>	YES	NO	NO	YES
<b>If DSG, HRA, Health impact describe:</b>	120			50

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

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:	Medium	Pregnancy / Maternity:	Low
Gender:	Medium	Marriage & Civil Partnerships:	N/A
Age:	Low	Sexual orientation:	Medium
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			

## Cuts proposal template 2021/22

### 8. Service equalities impact

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
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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					
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 changes to CFC contracts may incur TUPE obligations on the local authority.

Contracts or contract variations will be required for all three cuts in 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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

11. Summary timetable	
March 2021	Cuts implemented

DRAFT

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Reduction to the generic Council funded CAMHS provision
Reference:	C-22
Directorate:	CYP
Director of Service:	Caroline Hirst / Catherine Bunten
Service/Team area:	CYP Joint Commissioning
Cabinet portfolio:	Children's Service and School Performance
Scrutiny Ctte(s):	CYP

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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
£250k	Yes	Yes	

3. Description of service area and proposal
<p><b>Description of the service area (functions and activities) being reviewed:</b></p> <p>Lewisham CAMHS (excluding inpatient and some outpatient services) is commissioned by the CYP Joint Commissioning team on behalf of both the NHS SE London CCG and Lewisham Council. Services are delivered by South London &amp; Maudsley (SLAM) NHS Foundation Trust.</p> <p>Specialist community CAMHS support is available to all children and young people up to the age of 18 (up to 21 for care leavers) where significant mental health concerns have been identified. It is delivered through five core teams:</p> <ul style="list-style-type: none"> <li>▪ <b>Horizon</b> – generic team covering the whole borough which supports young people who have significant mental health problems (providing a ‘front door’ for the wider CAMHS service)</li> <li>▪ <b>Adolescent Resource &amp; Therapy Service (ARTS)</b> – supporting young people who have offended or are at risk of offending and have mental health problems</li> <li>▪ <b>Symbol</b> – supporting young people who have been in care or will remain in care for the foreseeable future</li> <li>▪ <b>Neurodevelopmental Team (NDT)</b> – supporting young people with a diagnosed moderate to severe learning disability and/or a complex neuro-developmental disorder e.g. autistic spectrum disorders</li> <li>▪ <b>Lewisham Young People’s Service (LYPS)</b> – supporting young people with severe mental illness or acute problems, including psychosis, repeated self-harm, personality disorder and acute depression</li> </ul> <p>The CAMHS service is primarily a NHS service and the majority of funding for it has always come from the NHS, mainly through the CCG. It assesses and treats young people with emotional, behavioural or mental health difficulties. Lewisham, in common with other local authorities, works in partnership with the NHS and contributes some</p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

funding, in pursuit of its objectives to promote children's wellbeing and broader public health.

In recent years there has been a significant increase in NHS funding for the CAMHS service as a whole including an uplift of approximately £600,000 last year. The overall CAMHS service has a budget of just over £7M this year compared to just below £6M the previous year.

#### Cuts proposal\*

It is proposed that the LA contribution to the CAMHS generic team (Horizon) of £250,000 is withdrawn from April 2021. However it should be noted that the NHS has been increasing its contribution year on year and although the NHS increase to CAMHS funding next year is not yet confirmed it is expected to be similar to previous years and so although the Councils contribution is proposed to reduce, the overall budget will still go up.

The Council has in recent years worked with NHS partners to ensure sufficient priority was given to improving funding and the performance of mental health services.

Despite the wider public sector funding pressures, this partnership has supported a 36% growth in overall funding over the four years 2017-18 and 2020-21, alongside improved performance on issues of concern such as waiting times, and access for disadvantaged groups such as Black young people. During this period, the Lewisham contribution has been maintained despite the Council's challenging financial position. In the present financial circumstances this is difficult to sustain, but the overall budget will increase and Council funding will be focussed on specific targeted groups rather than the generic service. Through improvements in the contract management approach better alignment of delivery and need can be achieved.

#### Mitigating Actions for 21/22

There has been notification from NHSE that CCG CYP mental health budgets will increase incrementally until 2023/24. However, exact allocations for Lewisham are yet to be confirmed. We hope to receive more information in early 2021.

Confirmation has already been secured from NHSE that budgets to support the Mental Health Support Teams (MHSTs) in Schools will increase from 587,943 in 20/21 to £875,213 in 21/22. This will result in increased emotional and mental health capacity for Lewisham young people across school settings.

### 4. Impact and risks of proposal

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

As Horizon is the CAMHS generic service, it picks up all cases that fall outside the specialist CAMHS teams. It has the highest number of referrals and overall caseload across the service, The reduction in the Council's contribution will reduce the capacity of the service to expand further to meet this need.

National CAMHS access targets are monitored and despite Lewisham falling short of these targets 12 months ago, over the last year performance has improved across all providers of evidence based mental health support.

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

It is our intention to secure additional resource from NHSE via the CCG, in line with NHSE guidance. The national i-Thrive framework is being adopted across all early

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

help (including emotional health) services, which will in turn create a common shared language and improved pathways across the partnership to enable holistic support to be offered to CYP and families especially when working with complex issues and situations, that cross cut all levels of need. Commissioners are working with CAMHS and Children's social care to develop a range of early help approaches across the referral and assessment team and the Family Information Support Service (FISS), which will support the early identification of need and earlier intervention for the prevention of escalation to specialist services such as CAMHS.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health	<b>250</b>			
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>Reduction in LA contribution to the generic CAMHS team.</b>	250			250
<b>Total</b>	250			250
<b>% of Net Budget</b>	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Y			
If DSG, HRA, Health impact describe:	Health impact as jointly funded with the CCG			

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

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

## Cuts proposal template 2021/22

7. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Borough wide implications
	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:			
Although there is a proposed reduction in the Council contribution to the service, the overall budget is still expected to increase.			
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 – this is a NHS service

**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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Reduction in the Health Visiting contract
Reference:	C-23
Directorate:	Children and Young People
Director of Service:	Catherine Buntten/Caroline Hirst
Service/Team area:	CYP Joint Commissioning
Cabinet portfolio:	Children's Services and School Performance
Scrutiny Ctte(s):	CYP

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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
£350,000 from Health Visiting contract in 2021/22	Yes	Yes - informal	Yes – by LGT

3. Description of service area and proposal
<p><b>Description of the service area (functions and activities) being reviewed:</b></p> <p>The local authority has a duty to deliver the Healthy Child Programme to all Lewisham families with children between the ages of 0-2.5 years old, including five mandatory health and wellbeing reviews. This is currently delivered by the Lewisham and Greenwich Trust (LGT) Health Visiting Service. The current contract has one more year to run.</p> <p>The universal and preventative Healthy Child Programme includes screening, immunisation, mandatory health and development reviews, and advice around health, wellbeing and parenting starting antenatally until 2.5 years old.</p> <p>As well as this universal service offer, the Health Visiting service delivers more intensive targeted support to parents and children with additional needs, known as the Universal Plus (UP) and Universal Partnership Plus (UPP) offers.</p> <p>The UP service short-medium term intervention from a Health Visitor where issues are identified such as perinatal mental health needs, feeding difficulties, infant health needs, domestic abuse, and developmental and behavioural difficulties. The UPP offer is provided where there is a new or ongoing safeguarding concern in relation to a family, and multi-agency response is required. Families will receive this support for a longer period.</p> <p>Support is delivered predominantly via one-to-one home visiting, but also via groups (such as breastfeeding support, perinatal mental health and domestic abuse support), and appointments in community clinics. A digital offer is available via the website and</p>

### 3. Description of service area and proposal

social media pages, and there is a central helpline for families to receive support via telephone. There has been an increased use of the digital offer during the Covid 19 pandemic.

At any one time, there are between 39,000 – 40,000 families receiving the universal Health Visiting Service, and an additional 1,500 – 1,700 families receiving a targeted UP or UPP service. The number of families assessed as requiring targeted support is steadily increasing.

#### Cuts proposal\*

Lewisham is developing a new Early Help and Prevention Strategy, targeting support earlier toward families that are struggling and at risk of requiring a statutory intervention without help. The approach builds on strengths of existing services, drawing them together under a common vision to secure greater coherence and impact from the resources available. A stronger strategic in-house capacity will increasingly enable the Council to flex services to meet the full range of needs. Against that background, the cuts proposal is to reduce the value of the Health Visiting contract by £350,000 in 2021/22. This is funded through the Public Health grant and the saving here would be used to support the wider Early Help and Prevention service.

The annual value of the contract is £6.2M and incorporates both the Health Visiting Service and the School Nurse contract as a single contract in order to give LGT greater flexibility in their deployment of staff. The Council is aware that LGT have had long standing issues with recruiting suitably qualified staff into the service, in particular Band 6 Health Visitors (with 48 posts on the establishment). The Council expects that the Trust will use the savings from current and previous vacancies to find this saving and there should be no need for staff to be made redundant. Any impact on front line delivery should therefore be minimal. While it is the Trust that would need to make the savings, this will be monitored by commissioners.

#### Sequencing of cuts

A redesign and re-commissioning process of the Health Visiting service will take place in 2021 resulting in a new contract for April 2022 onwards. We expect significant savings to be achieved through this process, and are exploring alternative commissioning and delivery models to enable us to deliver on this, for example alliance contracting with Children's Centres services and other early years provision. In addition, during the Covid pandemic the service has also worked in different ways including the use of video conferencing to make contact with families. In addition to improving the timeliness of health reviews, this has also been very well received by families and the continuation of this approach with some families could continue in the future.

Health Visiting services are also in the scope of the developing 'Family Hubs' approach that are part of the new Early Help and Prevention strategy agreed by Mayor and Cabinet in December 2020. There is an opportunity to work towards a greater integration across a range of child and family health services across each Family Hub. This will be developed during 2021. As part of this development work there will be opportunities for cost efficiencies.

### 3. Description of service area and proposal

The Health Visiting service is a core part of the early help offer in the borough, and there are a number of pieces of work planned as part of the new Early Help and Prevention strategy that will ensure the service is directly contributing to our strategic priorities and is aligned as closely as possible with the wider early help partnership, for example Health Visitors will form part of the neighbourhood-based Targeted Family Support teams.

Therefore it is anticipated that whilst £350k will be removed from the contract value, the impact on service users is not linear as this saving can be achieved predominantly via changes in approach (as evidenced via changes necessitated due to impact of Covid) and current underspends on delivery, meaning this cut is effectively about contract management and better alignment of need a delivery approach.

#### Mitigating Actions for 21/22

Through a review of the maternity and early year's pathway we will seek to align and strengthen the support offer for families across the partnership. Clearer pathways and easier access to universal services across the board should help to partially mitigate the impact of reduced coverage of the universal Health Visiting service.

We also seek to strengthen the partnership support available in the Early Help system, which will increase the resilience across services to be able to support children and families.

### 4. Impact and risks of proposal

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

It is anticipated that the cut would be found through the vacancies in the service, the continued use of video conferencing and a greater integration with the wider Early Help service. There should not be an impact on families. If this is not possible a review of the wider programme, in particular the universal aspects of the service might be needed.

A full impact assessment and consultation might need to be undertaken to determine where reductions in service offer are made to ensure that this has the least impact on the health and wellbeing of families.

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

Health Visitors have been the only professional that have face-to-face contact in the home with all Lewisham families in early infancy, regardless of need. Through this universal offer they play a key role in screening and early identification, which then facilitates access to additional support as needed.

A risk of reducing this universal offer is that emerging concerns which may not be proactively reported by parents (such as perinatal mental health, infant health and safety in the home, domestic abuse, developmental and attachment issues) could go unnoticed.

#### Mitigating actions

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

We would aim for the reduced coverage of universal Health Visitor reviews to be partially mitigated through an increased digital offer including:

- Increased advice and guidance online via the website and social media pages
- Checks delivered via video appointment where the family is already known to the service there are no known safeguarding concerns

Where the Health Visiting offer is scaled back, we would need to ensure that we build capacity in wider services or facilitate stronger partnership working to ensure that parents are still able to access support from an early years practitioner as required.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health (inc Public Health)	6,224			
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>350</b>	350			350
<b>Total</b>	350			350
<b>% of Net Budget</b>	%	%	%	%
<b>Does proposal impact on:</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>	<b>Health</b>
<b>Yes / No</b>				Yes – Public Health Grant
<b>If DSG, HRA, Health impact describe:</b>				

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

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

## Cuts proposal template 2021/22

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

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:	Low	Pregnancy / Maternity:	High
Gender:	High	Marriage & Civil Partnerships:	N/A
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>Pregnancy/Maternity impact is high as services are directed towards parents in the antenatal period and first 2.5 years following child birth.</p> <p>Gender impact is high as service is more likely to be used by woman in maternity and as primary caregivers for infants.</p>			
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			

## Cuts proposal template 2021/22

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:
A contract variation will be required to enact 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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Culture Team Salaries
Reference:	C-24
Directorate:	Community Services
Director of Service:	Liz Dart – Director of Culture, Libraries and Learning
Service/Team area:	Culture
Cabinet portfolio:	Cllr Andre Bourne
Scrutiny Ctte(s):	Safer Stronger Communities 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
1) Remove £60k from Culture Team budget that was to help support Borough of Culture delivery.	No	No	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
The Culture Team directly manages the Broadway Theatre, Civic Events, our relationship with the cultural sector and is leading Borough of Culture 2022.
<b>Cuts proposal*</b>
A small reduction to the Culture Team salaries budget removing some additional support that was provided to help the team manage Borough of Culture. The removal of this funding would require Broadway Theatre staff to be deployed to the Borough of Culture Team and would mean that the Theatre would not be able to fully re-open until after Borough of Culture although an Autumn Season of events would take place from October 2022 at the Broadway Theatre as part of the Borough of Culture Programme and to mark the re-opening of the theatre following refurbishment.

4. Impact and risks of proposal
<b>Outline impact to service users, partners, other Council services and staff:</b>
The Broadway Theatre is currently closed due to Covid and to enable a programme of capital works to be undertaken. These works are scheduled to be completed in October 2022 so the Theatre staff would be available to be partially redeployed to support the Borough of Culture programme in the meantime whilst continuing to plan for re-opening.
<b>Outline risks associated with proposal and mitigating actions to be taken:</b>

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

The Theatre staff will need to balance preparing for re-opening following the capital works programme with working on Borough of Culture. However, there is an overlap with these areas of work and the Theatre staff have benefited from working on other Culture Team projects during the Covid closure forming strong working relationships with the rest of the team and other cultural partners. The ability to redeploy staff in this way between the teams means that these roles are protected for the duration of the works.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
			472	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>Option 1</b>	60			60
<b>Total</b>	60			60
<b>% of Net Budget</b>	13%	%	%	13%
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. Open Lewisham	Corporate priorities
2. Building an inclusive economy	1. Open Lewisham
3. Giving children and young people the best start in life	2. Tackling the Housing Crisis
4. Making Lewisham Greener	3. Giving Children and young people the best start in life
5. Building safer communities	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

**Cuts proposal template 2021/22**

7. Ward impact	
	If impacting one or more wards specifically – which?

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

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

## Cuts proposal template 2021/22

<b>11. Summary timetable</b>	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc.), implementation:	
Month	Activity
September 2020	Proposals prepared ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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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## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Reducing leisure spend – temporary Closure of the Bridge
Reference:	C-26
Directorate:	Community Services
Director of Service:	James Lee
Service/Team area:	Communities, Partnerships and Leisure
Cabinet portfolio:	Andre Bourne
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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
Closure of the Bridge Leisure Centre	Yes	Yes	No

3. Description of service area and proposal
<p><b>Description of the service area (functions and activities) being reviewed:</b></p> <p>NB – This is an expenditure reduction proposal rather than a budget saving.</p> <p>The Bridge Leisure Centre forms part of the leisure contract recently awarded to Greenwich Leisure Limited (GLL) following the cessation of the contract previously operated by Fusion Lifestyle and has operated at a significant deficit over recent years.</p> <p>Overall, the contract represents a significant financial risk to the Council with the maximum contract value for the first two years being £4,040,248 with a 5 year total of £9,373,729.</p> <p>As such officers have been reviewing all aspects of the contract to reduce financial exposure while still offering a quality and comprehensive leisure offer in the borough.</p> <p>This review has been undertaken following the receipt of forecasted income / expenditure figures for the operation of all site and in conjunction with recently undertaken condition surveys and building inspections. It is clear from this review that The Bridge represents the single biggest financial risk in the contract, with losses under the previous contract of circa £500k in pre Covid conditions.</p> <p>In the three year period to 31<sup>st</sup> March 2020, during which The Bridge was operated by Fusion, the financial performance worsened each year with diminished income partially offset by cost savings but producing increased deficits annually as shown in Table 1 below :</p>

**3. Description of service area and proposal**

**Table 1 The Bridge - Financial Performance - £'000**

£'000	2019/20	2018/19	2017/18
<b>Total Income</b>	<b>£623</b>	<b>£787</b>	<b>£859</b>
<b>Total Expenditure</b>	<b>£1,216</b>	<b>£1,211</b>	<b>£1,273</b>
<b>Loss</b>	<b>£594</b>	<b>£424</b>	<b>£413</b>

Of the six facilities within the GLL Leisure Contract, The Bridge produces the largest deficit and is in the poorest condition requiring the greatest capital investment to return it to an acceptable condition.

**Cuts proposal\***

The Bridge Leisure Centre remains closed while the new Physical Activity Strategy is developed (which will include the undertaking of consultation) and there is full consideration of the future of leisure facilities in the Borough taking into account that Strategy.

**NB: The full details of this proposal are set out in a full Mayor and Cabinet report titled Leisure Management Arrangements to be consider on 13<sup>th</sup> January 2021.**

It is anticipated that to reopen the site in 2021 would require payment of an annual subsidy payment of circa £750,000 in revenue and circa £450,000 essential capital works with a further c£600,000 of works that would be considered as necessary with the first few years of reopening. The revenue figure is derived from reviewing the financial performance of the centre over the past three years where annual losses averaging almost £500,000 have been recorded and projecting the negative effects of COVID upon attendance levels which would further reduce the level of income and increasing the operational deficit. It may be that following the second lockdown there is a further deterioration in public usage of leisure facilities that may further increase this sum.

Whilst the benefits to health and wellbeing of providing a service at The Bridge are considerable, it is important to recognise that there are five other leisure centres in the borough, and a number close by in neighbouring boroughs.

As such, given the current financial pressure on the Council it is recommended that The Bridge Leisure Centre remains closed while the new Physical Activity Strategy is developed (which will include the undertaking of consultation) and there is full consideration of the future of leisure facilities in the Borough taking into account that Strategy. Officers will work to retain access to other services on the site i.e. the Indoor Bowls Centre and outdoor pitches.

There are inherent problems with The Bridge due to the age and design of the building which will always present difficulties in the customer experience and the quality of services. Originally a private Sports and Social Club, its layout was not designed to be a public leisure centre.

A recent condition survey has identified significant works are required to return The Bridge to an acceptable standard of provision with further investment required for COVID Secure standards.

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

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### 4. Impact and risks of proposal

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

The closure of The Bridge will result in the loss of a swimming pool and a range of other health and fitness facilities.

However, there are a number of other pools within close proximity and the Council plans to undertake a feasibility study into the replacement of the facility in the medium term.

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

Full details

### 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
<b>Closure of facility</b>	355			355
<b>Total</b>	355			355
<b>% of Net Budget</b>	%	%	%	%
<b>Does proposal impact on:</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>	<b>Health</b>
<b>Yes / No</b>	Yes	No	No	No

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

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

6. Impact on Corporate priorities: list in order of DECREASING impact	
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? Highest impact in Sydenham and Bellingham

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
Is a full service equalities impact assessment required: Yes / No			Yes – on full Physical Activity Strategy

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
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	Final decisions at M&C with the Budget
February 2021	Consultation on Physical activity strategy begins
Autumn 2021	Further report to Mayor and Cabinet

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Supported Housing Services
Reference:	C-28
Directorate:	Community Safety
Director of Service:	Dee Carlin
Service/Team area:	Prevention Inclusion & Public Health Commissioning.
Cabinet portfolio:	Cllr Chris Best (Health and Adult Social Care)
Scrutiny Ctte(s):	Healthier Communities Select Committee

2. Decision Route			
Cuts proposed:	Key Decision*  Yes / No See para 16.2 of the Constitution <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Adult Placement Scheme – Mental Health	No	Yes	No
Parent & Child Service	No	Yes	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p>The accommodation based support services in Lewisham are legacy 'Supporting People' services. These services are arranged in three 'pathways' for mental health, young people and vulnerable adults with different levels of support, broadly grouped from 'assessment' (24 hour), specialist (medium) to 'move-through' (visiting). Due to the Council's financial position, investment in these services has reduced from £13,901,015 in 2010 to £4,865,097 in 2019, or a 65% cut, with a commensurate reduction in commissioning staffing. Cuts to date have been made through significant staffing reductions across the board, and through service closure, particularly large reductions in lower support accommodation. As far as possible these cuts have been made working with providers to reduce costs and maximise other income to minimise service closures.</p> <p>The level of cuts to date mean that further cuts will need to be achieved through service closure as described. Service closures have significant impacts elsewhere in the system: in housing and temporary accommodation costs across the board, and specifically in mental health in residential and acute placements, in vulnerable adults in social care and hospital discharge, and in the young people's pathway for children's social care. Proposed closures have been prioritised with this in mind.</p> <p><b><u>Proposed cuts:</u></b></p> <p><b><u>Adult Placement Service – Mental Health</u></b></p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

The Adult Placement service was commissioned to provide 12 placements using a Shared Lives model to support people with enduring mental health needs. This annual contract value is: £188,047 which includes £120,000 carers' payments.

This service has not performed as intended, and has not been able to recruit and retain 12 carers. At present the service offers 4 APS placements, and diverts carers' payments for 2 service users to the in-house Shared Lives service. The funding linked with this service affects 6 service users overall.

#### **Parent & Child Service:**

The Parent & Child service was commissioned to provide supported accommodation to young homeless parents between the ages of 16-25. The annual contract value is £93,554.

This service has carried voids across the contract where there does not seem to be any clear demand from the Housing Options Team or Children's Social Care. The small amount of support funding does not enable 24 hour staff cover, and therefore cannot be used to meet the more complex needs of young people requiring more supervision.

#### **Cuts proposal\***

This proposal sets out cuts to the following services:

- 1) Decommissioning of the Adult Placement Service – annual contract price: £188,047 (cut of £159,919).
- 2) Decommissioning of the Parent & Child Service – annual contract price: £93,554.

#### **Mitigating Actions for 21/22**

Current service users will be moved to accommodation options that best meet their needs in the absence of the closed service. 3 service users from the adult placement service will be accommodated within the Council's Shared Lives service. The remaining £28,128 will be transferred to the Council's Shared Lives service with these service users. The Council will ensure that the needs of any new service users not currently provided for will be managed through improved contract management of the remaining provider contracts.

There is no other direct mitigation for these closures, other than the commissioning and contract management team working closely with external and internal partners to prioritise access and make best use of remaining resources.

### 4. Impact and risks of proposal

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

#### **Impact of decommissioning the Adult placement service:**

- **Impact to the 4 service users residing in APS placements:** Of the 4 service users residing in the APS, 3 have been assessed as suitable to move to alternative supported housing accommodation. 1 service user would require the ongoing care & support that he currently receives in the APS placement

#### 4. Impact and risks of proposal

and would therefore recommend that funding to continue this support would be transferred to the LBL Shared Lives team to enable the placement to continue.

- **Impact to the 2 service users where carers payments are diverted to LBL Shared Lives service:** It has been assessed that these 2 service users will require ongoing placement in the LBL Shared Lives service, and it is recommended that funding to continue this support is transferred to the LBL Shared Lives team to enable these placements to continue.
- **Impact to partners, other Council services and staff:** A recent joint review between LBL and SLaM of the mental health supported housing pathway (finalised in November 2020) recommended that the ASP be decommissioned as it has not been able to meet the needs of the mental health cohort where carers would often refuse service users with severe and enduring mental health needs. It is therefore anticipated decommissioning this service would have little impact on partners in the borough.

There is an ask to continue 2 placements with the LBL Shared Lives service. However, as these placements are already being managed by the Shared Lives team, officers do not anticipate any negative impact provided the carers funding remains in place.

There is an ask to transfer one placement from the APS to the Shared Lives team. However, as this carer is also used by the Shared Lives team, officers do not anticipate any negative impact, provided the carers payment can be transferred.

#### **Impact of decommissioning the Parent & Child service:**

- **Impact on service users residing in the service:** Of the 16 current tenants all are eligible for move on via the Housing Register and 8 are already bidding for move on accommodation, 1 has been put forward and is awaiting outcome of the application, and the remaining 6 will be ready for independent move on across the year. There are not foreseen cost shunts to provide alternative / more specialist provision.
- **Impact to partners, other Council services and staff:** This service has carried voids across the contract, and utilisation of the service across 2019/2020 averaged at 75% across the year. There does not seem to be a clear demand from HOC or CSC for this service, although referrals to the service from the HOC team has recently improved as has the utilisation of the service.

Referrals from CSC often requiring a higher level of support or more specialist parenting assessment which is not available in the service. Closing the service would likely see more young parents placed in TA who are likely to need support to develop parenting and independent living skills. More investment would be needed to make this service deliver for a higher need cohort.

**Both contracts have a 6 month notice period in their contract.**

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

##### **Adult Placement scheme:**

- Risks associated with continuity of support for existing tenants if funding to maintain / transfer to Share Lives placements is not agreed.

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

*Mitigation:* This proposal recommends transferring carers payments for 3 service users to shared lives to mitigate this risks

- Risks associated with securing suitable pathway accommodation: LBL have a large commissioned pathway and work closely with non-commissioned providers where it is likely we will identify suitable placements
- Reduction in mental health accommodation options:  
Mitigation: LBL has a large mental health pathway with a range of commissioned and non-commissioned services. This proposal will only reduce this pathway by 6 bed spaces.

#### Parent & Child Service:

- Move on from the service may take some time.  
Mitigation: service users ready for move on could be decanted into suitable TA.
- Cost shunts into TA budget:  
Mitigation: all service users are eligible for Housing Benefit which can be claimed to offset TA costs.

The Council will ensure that the needs of any new service users not currently provided for will be managed through improved contract management of the remaining provider contracts.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	£6.9m	£2.0m	£4.9m	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
APS service	£106,613	£53,306		£159,919
Parent & Child Service	£62,369	£31,185		£93,554
<b>Total</b>	<b>168,982</b>	<b>84,491</b>		<b>253,473</b>
<b>% of Net Budget</b>	<b>3%</b>	<b>2%</b>	<b>%</b>	<b>5%</b>
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No
<b>If DSG, HRA, Health impact describe:</b>				

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

1.

Corporate priorities

2. Decommissioning any supported accommodation based services will impact

1. Open Lewisham
2. Tackling the Housing Crisis

6. Impact on Corporate priorities: list in order of DECREASING impact	
on tackling the housing crisis by reducing options for vulnerable homeless groups.	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. Decommissioning the parent and child service will impact on giving Children & YP the best start in life removing a specialist parenting service.	
4.	
5. Supported housing services are key to defending health, social care, and support providing accommodation based solutions for vulnerable homeless cohorts and offsetting demand on primary care & social care services	
6.	
7. Supported Housing services contribute to building safer communities offering supported accommodation services to vulnerable groups who may otherwise rough sleep, be involved in criminal justice system, or require support with mental health and substance misuse issues.	
8. Supported Accommodation services are cost effective alternatives to most expensive placement options to meet the council's statutory responsibilities towards young people aged 16 +, Children Leaving Care and 117 aftercare duties for those who have been sectioned under section 3 of the MH Act.	

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:	Low	Pregnancy / Maternity:	High
Gender:	High	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:			
Gender: Gender has been flagged as high in this proposal. Decommissioning the parent and child service will impact more on females than males. To date, 100% of			

## Cuts proposal template 2021/22

### 8. Service equalities impact

referrals to the service, and bed-spaces allocated have been to young women who are either pregnant or who have a young infant.

Pregnancy / Maternity: has been flagged as high as this service is the only supported housing service in the borough commissioned to work with young females who are pregnant or who have a young child.

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

### 10. Legal implications

State any specific legal implications relating to this proposal:

6 month notice periods apply to both contracts lists above should LBL wish to terminate.

### 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)

## Cuts proposal template 2021/22

11. Summary timetable	
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Crime, Enforcement & Regulation Service Restructure
Reference:	C-29
Directorate:	Community Services
Director of Service:	James Lee, Director of Communities, Partnerships and Leisure
Service/Team area:	Crime, Enforcement & Regulation (CER)
Cabinet portfolio:	Cllr Brenda Dacres
Scrutiny Ctte(s):	Safer Stronger Communities

2. Decision Route			
Cuts proposed:	Key Decision*	Public Consultation	Staff Consultation
	Yes / No	Yes / No and Statutory vs informal	Yes / No and Statutory vs informal
Restructure of Crime, Enforcement & Regulation Service	No	No	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p>The Crime, Enforcement &amp; Regulation Service (CER) comprises of;</p> <ul style="list-style-type: none"> <li>➤ Crime Reduction (Anti-social Behaviour &amp; Community Safety)</li> <li>➤ Public Nuisance</li> <li>➤ Licensing</li> <li>➤ Trading Standards</li> <li>➤ CCTV</li> <li>➤ Prevent (Counter Terrorism)</li> <li>➤ Counter Extremism</li> <li>➤ Violence Against Women &amp; Girls (VAWG)</li> <li>➤ Violence Reduction Team</li> </ul> <p>And works;</p> <ul style="list-style-type: none"> <li>• To provide an initial response to complaints anti-social behaviour, noise and other statutory nuisance with 5 working days, prioritising reactive action on the most significant and persistent cases of nuisance and disorder.</li> <li>• To meet our obligations to investigate statutory nuisance and take action taking into account the service risk matrix.</li> <li>• To deliver a robust and effective administrative licensing function for the authority and tackle licence breaches and related nuisance.</li> <li>• To respond to the most serious and detrimental Trading Standards concerns using an intelligence led model with regard to the following key areas: Fair Trading &amp; Product Safety and other consumer protection matters where there is a duty to investigate/respond. Assess and where appropriate respond to all referrals from Citizens Advice Consumer Service where a relevant crime has been identified.</li> <li>• To reducing serious violence amongst those under 25 years old with particular focus on knife-enabled crime, child sexual exploitation and domestic abuse.</li> </ul>

### 3. Description of service area and proposal

- To tackle all strands of violence against women and girls with particular focus on domestic and sexual abuse
- To prevent hate crime occurring in Lewisham and increase reporting of hate crime and public confidence
- To prevent vulnerable people from becoming radicalised
- To deliver the National Extremism Strategy at a local level in Lewisham and build an understanding of the drivers, prevalence and wider harms of extremism to encourage a more cohesive and resilient community.
- To focus on work in relation to identified geographical hotspots, premises and people of interest and using regulatory and enforcement provisions across the partnership and community as appropriate. This includes business crime and community safety related issues that impact on local residents. This links with work under the strands of Organised Crime including drugs as a driver for violence, firearms, human trafficking, Child Sexual Exploitation, Economic crime and cybercrime

#### Cuts proposal\*

This restructure is required to refocus generic officers into specialist areas to enable better management of staff and more effective delivery of those service areas.

The following restructure is proposed within the Crime, Enforcement & Regulation Service for 2020/21 which will provide a saving of £50,000.

Review of the CER Licensing/ Trading Standards/ ASB/ Statutory Nuisance Service - which would consider a reorganisation to provide 2 dedicated teams of officers to focus on the following service areas:

- Licensing & Trading Standards
- Anti-Social Behaviour & Nuisance

The proposal seeks to reorganise the CER service whilst refocusing officers into specialist service areas in order to meet budget savings requirements and enable more effective management of these service areas with reduced staff. The proposal does not seek to make redundancies. There are currently vacancies within the Service which will be utilised to achieve the proposed structure changes.

The restructuring and amalgamation of the crime, enforcement and regulatory services, along with food safety and environmental protection in August 2015 achieved a saving of £800,000 to the Local Authority. This saving had an impact on the ability on the new Crime, Enforcement & Regulation Service to deliver on statutory obligations but this was mitigated in part by taking action such as the cessation of running an out of hours noise nuisance service and capacity to deal with issues. The impact of these previous savings on existing officers has seen an increase in individual workload and pressure to deliver on statutory timescales with less resource.

A further reduction in officers was undertaken to make further savings in 2019/20 which has put further pressure on the existing officers and the Service as a whole to deliver against some nationally set statutory deadlines. Additionally, a number of new legislative changes have added further to the workload of officers, including the Business and Planning Act 2020 and Animal Welfare Regulations in 2018 which has added a new complex licensing and enforcement regime that needs to be delivered. It has been identified by management that the generic nature of officer's roles is causing a strain on the service's ability to effectively deliver on the specialist aspects of the

### 3. Description of service area and proposal

service as well as difficulties in distributing an ever increasing workload by the way of cases and complaints.

The service often has to deal with conflicting priorities which make it very difficult to deliver an effective service to residents. The case load across the service has seen significant increase since 2015. In 2015 the CER Service recorded 1014 cases and in 2019 this had increased to 3979 cases. To August 2020, the number of cases recorded was 2741 and this increase in cases, which has caused a strain on officer workloads, had already increased due to the most recent downsizing in 2019. Managing this increase alongside delivering on statutory functions such as licencing functions has become increasingly difficult.

By restructuring and focusing officers on specific work areas (licensing & trading standards, ASB & nuisance) it will enable a more streamlined work allocation process where management can more effectively balance officer workloads and better utilise available capacity.

The restructure aims to provide a regular out of hour's noise response service at weekends, which is currently run on an ad hoc basis following its deletion in 2015. Members have expressed a willingness to see it revived in a more structured way due to an increase in complaints from residents since its deletion. By revising job descriptions and dedicating officers to work in the focused area, a more formal arrangement will be able to be put in place to provide a regular provision of out of hours working.

This will also enable the service to explore income generation opportunities around pre application advice for licensing. Dedicated officers who specialise in the licensing area would also be able to provide professional advice or assist with applications for a fee. This is currently undertaken for free and takes up a significant amount of time. This new structure will also support the service to undertake better enforcement on unlicensed activity in the borough and therefore could generate more income on license fees.

The new job roles outlined in the restructure will provide focus and attention to these key areas of the service and provide the structure for more effective management of the increasing work demands. Officers within those roles will be able to develop further their specialism in the focused areas which they have been unable to achieve in the generic role, which is stretched across a wide and often conflicting area of work. Additionally, the separation of duties between teams will enable the clear separation between the roles of Licensing Authority and Responsible Authority under the Licensing 2003 under noise enforcement, both of which set within the current service structure amongst the amalgamated officer roles.

A further requirement on the service is that it employs a number of qualified officers to undertake inspections for animal activity licences as part of the animal welfare regulations 2018. As part of the transitional arrangements, the need to have officers who hold the QFQUAL level 3 qualification was delayed until October 2021. This training is likely to be costly with prices for 4 days courses starting at £1000. At the moment, a small number of officers and a manager deliver this area of work, however the generic nature of the job descriptions makes it difficult to embed the need of the qualification in to the service requirements of the role as it would currently require a change to everyone's job description. Therefore the focusing of officers in thematic areas will help to determine which officers need and should be put forward to further training to meet this statutory requirement at a cost to the council.

### 3. Description of service area and proposal

The future changes to legislation around Brexit will require a significant level of input from trading standards where much of the currently enforced legislation is EU legislation. Businesses will likely need a high level of input from the service around advice and support to comply with any changes or fallouts that might arise. The service is not currently in a strong position to deliver this, with a lack of resources focused on this area and a low level of specialist knowledge. This restructure aims to address this, by focusing officers and management on this area, as well as introducing a senior trading standards officer post who is required to have a high standard of qualification in trading standards to provide the level of knowledge, skill and specialism required to meet the requirements of the service.

The creation of the specific posts with the trading standards remit also ensures the service can effectively meet its statutory requirements in this area and deliver an effective programme of work in this area. Currently the service delivers this through the generic officers, which due to the general strain on time due to workload, results in the lack of specialism being developed. The creation of these roles will help to focus officers on this work area. Additionally, the creation of the PO5 Senior trading standards Officer will ensure that a qualified officer is employed with the appropriate training to deliver on the council's statutory function around weights and measures

The management structure within the service has also altered since the first amalgamation in 2015, which started with 4 team managers, to currently 2 managers delivering the services around licensing, trading standards and ASB and nuisance. The redrafted job descriptions for the 2 management roles better reflect what these officers currently deliver on, and the structure provides senior officers who will further support the delivery of these services.

The restructure, and associated budget cut, has been kept relatively modest as a wider examination of large parts of the service are already planned through the enforcement review which formed a previous savings proposal. The proposed saving is circa 2.5% of the overall service budget.

### 4. Impact and risks of proposal

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

#### **Risks of savings proposed and suggested mitigation**

#### **a) Reduction of Staff in the Crime, Enforcement & Regulation Service**

##### **Risks of not restructuring:**

**Impact on Service Users:** There is a clear need to restructure the service. Due to the recent changes in staffing and the increase in workload it is now difficult to allocate and deliver on within an amalgamated service. The risk on not restructuring to focus officers on specific duties is that statutory duties and legal obligations such as licensing and trading standards functions are not fulfilled. This has a knock on effect to residents, resulting in possible delays in notifications about applications, loss of time on public consultation periods and applications or complaints not being able to be fully considered in line with our current working protocols.

### 4. Impact and risks of proposal

**Impact on Crime, Enforcement & Regulation Service Staff:** Without a restructure of roles and responsibilities, the remaining 2 Crime, Enforcement & Regulation Team Managers will be responsible for managing large groups of staff with no support, and will have to coordinate services across the 2 existing teams, which causes problems with managing capacity and officer time. For example, one manager may need to allocate work to an officer in the other generic team, but this is difficult to do as they are not their direct line manager. The officers will continue to have a mixed and often chaotic workload, stretched across a range of areas with conflicting priorities. This will have an impact on officers' response times to new and existing cases/issues. The service will continue to be a reactive service, rather than one that can proactively plan and deal with problems.

**Impact on partners:** reduced capacity of officers to work in a problem solving, multi-agency manner with partners such as the police, Housing Associations, fire and voluntary sector to jointly act on issues to resolve in the short, medium and longer term.

**Impact on other council staff:** the service supports and often leads on complaints where there are complex and interconnected issues across areas such as planning, rogue landlords, highways, street enforcement, markets etc. – the lack of structured management and capacity will impact on our ability to do so. Supporting events, both council led and otherwise will be limited.

#### b) Risks of restructuring

- Potential risks to escalation of statutory nuisance/ ASB / trading standards matters which could impact on the safety of individuals.
- There are risks to delivering statutory obligations in Anti-Social Behaviour, Licensing, Public Nuisance and Trading Standards work as this saving would reduce the staff numbers/resources (further to the 2015 savings) to carry out this work. Risks in these areas can be short, medium and longer term and reflects on the ability of the Council to deal with resident complaints.
- Potential risks to responding quickly to issues that will impact negatively on residents and businesses
- Risks to delivering a multi-agency response that would better resolve the issue for the medium and long term.
- There could be further cuts and changes within our external partners i.e. the police which will have a cumulative impact on the response and ability to act appropriately and timely to issues of crime and ASB.

#### **Mitigation:**

- Review the locally set indicators to delivering the service response, where they are not a mandated legal time frame (such as licencing deadlines)
- Continue to use a risk based approach to focus resources on those issues of high harm or high levels of complaints.
- Working with departments in the council to understand the impacts and clarify what the Council collectively can and cannot respond to.

## Cuts proposal template 2021/22

4. Impact and risks of proposal	
<ul style="list-style-type: none"> <li>Working with partners to agree a new set of expectations and roles and responsibilities</li> <li>All staff impacts will look to mitigation via redeployment as first route where possible.</li> </ul>	
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	
	2,037		2,037	
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Restructure of CER service	50			50
Total	50			50
% of Net Budget	2.5%	%	%	2.5%
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. Building safer communities	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
2. Open Lewisham	
3.	
4.	
5.	
6.	
7.	
8.	

7. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	All wards
	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:	Medium	Pregnancy / Maternity:	Low

## Cuts proposal template 2021/22

8. Service equalities impact			
Gender:	Medium	Marriage & Civil Partnerships:	Low
Age:	Medium	Sexual orientation:	Medium
Disability:	Medium	Gender reassignment:	Medium
Religion / Belief:	Medium	Overall:	Medium
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:	
Legal/Statutory requirements	
<p>There are a number of statutory requirements which the Council must meet within the Crime, Enforcement &amp; Regulation Service area. These are set out below. However the Level / Frequency/Amount that needs to be delivered for most areas are dependent on local need and policy.</p>	
<b>Statutory Area of Activity</b>	<b>Duty of Local Authority</b>
Weights & Measures	Appoint chief inspector and enforce legislation. No level of activity specified
Fair Trading & Product Safety	Enforce legislation and consider certain types of fair trading complaint
Noise	Investigate complaints and serve abatement notice if considered a statutory nuisance (EPA)
Crime and Offender management	Statutory responsibilities to reduce reoffending. S17 to prevent crime and disorder.
Anti-Social Behaviour	Duty to develop a Community Trigger protocol for ASB, advertise and implement. ASB & Policing Act 2014
Licensing	Statutory duty to consider and grant licences for alcohol and entertainment, gambling, scrap metal, marriages and animal activities and related statutory processes around enforcement.

11. Summary timetable	
<b>Month</b>	<b>Activity</b>
November 2020	Proposal drafted
December 2020	Staff consultation

## Cuts proposal template 2021/22

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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Access and Inclusion
Reference:	C-30
Directorate:	Children and Young People
Director of Service:	Angela Scattergood
Service/Team area:	Education
Cabinet portfolio:	Cllr Barnham
Scrutiny Ctte(s):	CYP

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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
Rationalisation of Business support across Education services of £70,000	No	No	Yes

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<b>Business Support for Access, Inclusion and Participation</b> Across the Service there are seven Business Support posts that support Admissions, Attendance, CME, EHE, Safeguarding, Inclusion, services to schools and Legal and Finance functions.
<b>Cuts proposal*</b>
<b>Business Support</b> It is proposed to review the wider business support for Education Services which is likely to lead to a reduction in the number of staff providing this support. This would be a target saving of £70,000.
<b>Mitigating Actions for 21/22</b> To rationalise the business support element across the remaining Business support teams.

4. Impact and risks of proposal
<b>Outline impact to service users, partners, other Council services and staff:</b>
There is likely to be a reduction in staffing. All staff impacts will look to mitigation via redeployment as first route where possible.
<b>Outline risks associated with proposal and mitigating actions to be taken:</b>
Increased remote working have changed the nature of the support that is required.

## Cuts proposal template 2021/22

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG	<b>2018</b>			
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>Business Support</b>	70			70
<b>Total</b>	70			70
<b>% of Net Budget</b>	3%	%	%	%
<b>Does proposal impact on:</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>	<b>Health</b>
Yes / No	Yes	Yes		
<b>If DSG, HRA, Health impact describe:</b>				

6. Impact on Corporate priorities: list in order of DECREASING impact	
1. Giving Children and young people the best start in life	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
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:	Low	Pregnancy / Maternity:	n/a
Gender:	Low	Marriage & Civil Partnerships:	n/a
Age:	Low	Sexual orientation:	n/a

## Cuts proposal template 2021/22

8. Service equalities impact			
Disability:	Low	Gender reassignment:	n/a
Religion / Belief:	Low	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					Yes
Workforce profile: Admin in Matt Henaughan and Education Stds & Inc					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2	1	1			
Scale 3 – 5	3	3			
Sc 6 – SO2	7	6.3			
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total	11	10.3			
Gender	Female	Male			
	10	1			
Ethnicity	BME	White	Other	Not Known	
	8	3			
Disability	Yes	No	PNTS	Not disclosed	
	1	3	4	3	
Sexual orientation	Straight / Heterosex	Gay / Lesbian	Bisexual	Not disclosed	PNTS
	6				5

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

## Cuts proposal template 2021/22

11. Summary timetable	
September 2020	Proposals prepared ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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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Appendix – 5 – D – Asset Realisation

DRAFT

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Educational Assets
Reference:	D-09
Directorate:	CYP
Director of Service:	Angela Scattergood
Service/Team area:	Infrastructure and Operations
Cabinet portfolio:	Cllr Chris 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
£300k	No	No	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
The service covers the Educational infrastructure (School buildings etc.) and the commissioning of capital works
<b>Cuts proposal*</b>
<p>It is proposed to reprofile spend to utilise capital grant monies where possible for all spend associated with school buildings, this will allow up to £253k to be saved from the General Fund</p> <p>Any income from the letting of vacant Premises Officers Houses to Lewisham Homes (£47k) to be taken as an income stream for the council rather than being re-used by the service.</p> <p><b>Mitigating Actions for 21/22</b>            This will require a re-profiling of the School Minor Works Programme to ensure that there is an adequate pot of funding for 'Small and Emergency Works'</p>

4. Impact and risks of proposal
<b>Outline impact to service users, partners, other Council services and staff:</b>
None
<b>Outline risks associated with proposal and mitigating actions to be taken:</b>
It is possible that this will mean that some school works projects are pushed back a year in the programme, to make allowance for the emergency works pot. This will be done on an intelligence led basis to mitigate the impact.

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

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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
<b>Use of Capital Grant</b>	253			253
<b>PO Houses lettings</b>	47			47
<b>Total</b>	300			300
<b>% of Net Budget</b>	%	%	%	%
<b>Does proposal impact on:</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>	<b>Health</b>
<b>Yes / No</b>	Yes	No	No	
<b>If DSG, HRA, Health impact describe:</b>				

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

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	n/a	Pregnancy / Maternity:	n/a

## Cuts proposal template 2021/22

8. Service equalities impact			
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:
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

## Cuts proposal template 2021/22

11. Summary timetable	
September 2020	Proposals prepared ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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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Appendix 6 – E – Commercial approach

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## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Improved debt collection
Reference:	E-01a
Directorate:	Corporate Services
Director of Service:	Ralph Wilkinson
Service/Team area:	Public Services
Cabinet portfolio:	Finance and Resources – Cllr De Ryk
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed:	Key Decision*  Yes / No See para 16.2 of the Constitution <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>	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

## Cuts proposal template 2021/22

<b>2. Decision Route</b>			
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

<b>3. Description of service area and proposal</b>
<b>Description of the service area (functions and activities) being reviewed:</b>
All services raising debt within the Council, including CTax, recharges to partners (e.g. health etc.) and all sundry debt.
<b>Cuts proposal*</b>
<p>This is an extension and a deepening of the initial proposal put up in the first round to improve debt collection across the Council. The initiative is as set out below, and the second round looks to generate a further £500k of income in 2021/22.</p> <p>The initial work will be with the central debtors' team within Public Services but will need extensive engagement with all services raising debt.</p> <p>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.</p> <p>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.</p> <p>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.</p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

#### 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.

### 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
Additional: Improved debt collection (reduced bad debt)	500			500
<b>Total</b>	500			500
<b>% of Net Budget</b>	%	%	%	%
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

2.

3.

4.

#### 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

## Cuts proposal template 2021/22

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
	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			

## Cuts proposal template 2021/22

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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Contract Efficiencies – inflation management
Reference:	E-08a
Directorate:	All Council
Director of Service:	
Service/Team area:	
Cabinet portfolio:	Finance and Resources - Cllr de Ryk
Scrutiny Ctte(s):	Public Accounts 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
Generate efficiencies from contracts from the removal of indexation/inflation	No	No	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
All Council currently contracted services and specifically new contracts which are let.
<b>Cuts proposal*</b>
<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>In round 1 of the cuts process it was proposed that 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 saved. In round 2 of the cuts it is proposed that a further £250k can be achieved through this same mechanism.</p> <p><b>Mitigating Actions for 21/22</b></p> <p>The cut will be taken through the removal of £750k (£500k in round 1 and £250k in round 2) from the non-salary inflation with a review of those services most able to deliver against this and tracked through the procurement cycle.</p>

## Cuts proposal template 2021/22

4. Impact and risks of proposal
<b>Outline impact to service users, partners, other Council services and staff:</b>
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.
<b>Outline risks associated with proposal and mitigating actions to be taken:</b>
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
<b>Removal of £250k of non-salary budget inflation, to be achieved through new contracts removing inflation. (This is on top of the £500k in round 1)</b>	250	0	0	250
<b>Total</b>	250			250
<b>% of Net Budget</b>	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
<b>Yes / No</b>	Yes	No	No	No
<b>If DSG, HRA, Health impact describe:</b>		N/A	N/A	N/A

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

## Cuts proposal template 2021/22

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
	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	

## Cuts proposal template 2021/22

9. Human Resources impact					

10. Legal implications
<b>State any specific legal implications relating to this proposal:</b>
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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Environmental Enforcement – Use of Civil Enforcement Officers
Reference:	E-11
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 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
	Y	N	Y

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p>The London Borough of Lewisham takes Environmental crime very seriously and the Council wants to ensure our neighbourhoods are clean and pleasant places as evidenced by our corporate priorities of Making Lewisham Greener and Building Safer Communities</p> <p>Listening to our residents, it is important for local areas to be clean, free from litter and a pleasant environment to live in. Despite efforts to keep the area clean and litter-free, it is an almost impossible, and costly, to change while some individuals continue to dump waste illegally and be generally irresponsible with their litter. The Council needs to take a harder line with individuals and step up enforcement.</p> <p>The proposal is to supplement the Environmental Enforcement team with Civil Enforcement Officers, appropriately trained to focus on on-street littering.</p>
<b>Cuts proposal*</b>
<p>The prime focus of this proposal will be to crack down on people that undertake activities such as:</p> <ul style="list-style-type: none"> <li>• Dumping waste illegally</li> <li>• Littering</li> <li>• Allowing Dog Fouling</li> <li>• Street Urination</li> </ul> <p>The proposal will be to provide uniformed Community Enforcement Officers to issue a £150 or up to £400 for fly-tipping fixed penalty notice (FPN) for the following:</p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

- Dropping litter - including items such as cigarette butts, chewing gum, fast food and other forms of litter, such as packaging.
- Dog fouling - failing to pick up after your dog or not disposing of the dog waste in the correct way.
- Urinating - if you are caught urinating in a public place.
- Fly-tip your waste - fly-tipping is illegal dumping on a site that is not licensed to accept waste. The waste may include general household rubbish, larger household items, e.g. mattresses and fridges, garden refuse or commercial waste.

It is an offence that can lead to a fine of up to £20,000 or imprisonment.

The £150 FPN reduces to £100 if paid within 14 days.

Enforcement officers, wearing uniforms and body cameras, will carry out street patrols with the aim of preventing fly-tipping or littering. The aim of the enforcement patrols is to target those who choose to ignore the littering laws, which the vast majority of our residents abide by. These patrols will take place in every ward in the Borough.

It is possible to commence enforcement in 2021/22 and could generate £225k per annum, but there will be a cost to the service with is fully costed but it is reasonable to assume, as per experience in other authorities this would be £100k per annum after costs.

An example of another Inner London authority showed that they issued nearly 3,000 penalty notices per year. More than half were for littering and 500 were for illegal waste dumping. There were 142 for unlicensed street trading, but only nine for urination and five for spitting.

Payments associated with FPNs are used to cover the cost of having officers out on street to educate citizens around the damage their antisocial behavior has on the environment, and where appropriate, to enforce environmental crime offences.

#### Mitigating Actions for 21/22

None

### 4. Impact and risks of proposal

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

- Unpopular with those residents and visitors falling foul of the new approach
- Increase in local cleanliness in targeted areas

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

In tackling the risks, going forward, over the next 6-12 months, we are undertaking a review of how we manage our streets from street cleansing, the collection of refuse and recycling and how we manage ASB. Our intention is to provide effective, agile front line services addressing the issues faced by our communities on a day to day basis, such as those you have raised.

First we will be looking at how we deliver our services and include an enhanced level of mechanisation and greater use of intelligence and need in resolving issues.

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

Secondly, we will be reviewing all Enforcement activities across the Council and our partners, such Lewisham Homes and the Metropolitan Police. This will look to provide a consistent model based on an intelligence and deployment approach. This approach would look to provide more flexible services, prioritisation and mapping and divert resources to where the greatest need is agreed. It would also look at greater education and changing the behaviours of those undertake anti-social activities on our streets.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,042	10,397	6,355	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>Enforcement</b>	100			100
<b>Total</b>	100			100
<b>% of Net Budget</b>	%	%	%	%
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. Making Lewisham greener	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
2. Building safer communities	
3.	
4.	
5.	
6.	
7.	
8.	

### 7. Ward impact

Geographical impact by ward:	No specific impact / Specific impact in one or more

## Cuts proposal template 2021/22

7. Ward 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	Pregnancy / Maternity:	N
Gender:	N	Marriage & Civil Partnerships:	N
Age:	N	Sexual orientation:	N
Disability:	N	Gender reassignment:	N
Religion / Belief:	N	Overall:	N
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			N

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:
Ensuring that the correct scheme of delegation is enacted to allow the CEO to undertake these additional roles.

## Cuts proposal template 2021/22

<b>11. Summary timetable</b>	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	Proposals prepared ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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
December 2020 to March 2021	Review of contracts and procurement to allow operation from 1 <sup>st</sup> April 2021
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented
April 2021	Expanded service introduced

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Appendix 7 – F – Better demand management

DRAFT

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Environmental Operations Review
Reference:	F-15a
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*	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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
	Y	N - Statutory Y - Informal	Y

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b> <ul style="list-style-type: none"> <li>The current service model for street cleansing is a barrow-based, beat street sweeping service, currently delivered on a weekly frequency to residential streets. Higher frequency sweeping is provided to town centres and areas with a higher footfall. In addition to sweeping streets, street sweepers are also responsible for emptying litter bins, reporting fly-tipping and graffiti, weeding pavements, helping Highways to grit icy pavements and clearing large amounts of leaf-fall during autumn.</li> <li>This programmed approach is used by many other authorities, many with higher levels of mechanisation.</li> <li>We believe there are efficiencies to be made within the service, which will reflect the Council's ambitions for the borough, to do things differently and provide a good service for residents, while finding the cuts we need to make.</li> <li>In December 2020, Mayor and Cabinet approved proposals to conduct a strategic review of all environmental operations, 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.</li> </ul>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

- It is proposed that on top of the 5% cut to the waste service, approved in December, an additional 10% cut is made by finding efficiencies within the review.

#### Cuts proposal\*

It is proposed to remove a further 10% - or £567k - from the overall environmental services budget.

This would focus on the Street Cleansing budget.

#### Mitigating Actions for 21/22

It is proposed that a service review, for all environmental operations – including street cleansing services - 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 further reductions in 2022/23 and 2023/34 based on a detailed and evidenced piece of work which also may allay fears and allow for greater efficiencies.

This would look for efficiencies across the whole of Environmental Operations which would mean, by adopting new agile ways of working, minimising the impact on on-street service delivery around cleansing.

The current service model requires investment in mechanical sweeping machines to enhance and improve the service for the residents of the borough, along with other changes in how the service operates, which could provide long term efficiency savings. This is linked to the growth proposals around an Integrated Intelligence Hub and Environmental Enforcement

2 Pilots were trialed in 2019 and reported to the September 2019 Sustainable Development Committee [September 2019 Cleansing Pilots](#)

### 4. Impact and risks of proposal

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

- Frequency on residential roads reduced. This would need an assessment on the frequencies roads require and appropriate approaches to minimise any adverse impact such as increased mechanisation and litter picking. However this will mean that the current beat approach would see the once per week visit for all streets change to a more graduated service with some areas seeing visits on 2-3 weekly basis.
- 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 and work assessed and dealt with on priority and impact.

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

- There will be a number of staff affected that may have to be made redundant. All staff impacts will look to mitigation via redeployment as first route where possible.
- There will be an increase in the number of complaints by residents, as evidenced by the 2019 Pilots
- Increased demand on enforcement services
- An adverse impact on the perception of the borough in terms of cleanliness, attractiveness and management of the local environment, with a build-up of litter and detritus on the streets.

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

Depending on the outcome of the review, the current frequency of residential sweeping could be impacted. In addition, the service could become more reactionary rather than pro-active and strict prioritisation of work/impact could need to be implemented.

Pending the outcome of the review, achieving the savings could require a significant restructure of the service, with potential redundancies. All staff impacts will look to mitigation via redeployment as first route where possible.

### 5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	6,323	340	5,983	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
	0	567	0	567
<b>Total</b>	0	567	0	567
<b>% of Net Budget</b>	%	10%	%	%
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

<b>1. Making Lewisham greener</b>	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy
<b>2. Good governance and operational effectiveness</b>	
<b>3. Building safer communities</b>	

## Cuts proposal template 2021/22

6. Impact on Corporate priorities: list in order of DECREASING impact	
4. Open Lewisham	5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities  8. 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
	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:	N	Pregnancy / Maternity:	M/L
Gender:	N	Marriage & Civil Partnerships:	N
Age:	M/L	Sexual orientation:	N
Disability:	M/L	Gender reassignment:	N
Religion / Belief:	N	Overall:	N
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>The removal of these services would affect all residents and visitors however some increases in litter and detritus may have an impact on those with mobility issues.</p> <ul style="list-style-type: none"> <li>Older people can be less steady on their feet and more prone to trip hazards. A build-up of detritus on footways and carriageways may lead to increased accidents and reduced confidence in going out in public.</li> <li>For those with a disability, the same as the above applies but especially important with certain impairments such as poor vision, limited mobility or wheelchair users. Navigating around rubbish, spillages or broken glass is not always easy, causing general inconvenience, burst tyres and a potential loss of confidence.</li> <li>Women who are heavily pregnant may be at increased risk of falls as they may be unsteady on their feet.</li> </ul> <p>The service will prioritise all incidents using a risk based approach to reduce the impact on equality groups but waiting times will be longer with reduced resource</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				Yes
Workforce profile:				
Posts		FTE		Vacant

## Cuts proposal template 2021/22

9. Human Resources impact					
	Headcount in post	in post	Establishment posts	Agency / Interim cover	Not covered
Scale 1 – 2	83	83		46	
Scale 3 – 5	29	29			
Sc 6 – SO2	2	2			
PO1 – PO5	12	12			
PO6 – PO8	2	2			
SMG 1 – 3	1	1			
JNC	0	0			
Total	129	129		47	
Gender	Female	Male			
	6	123			
Ethnicity	BME	White	Other	Not Known	
	44	74	3	8	
Disability	Yes	No	PNTS	Unknown	
	7	84	27	11	
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	PNTS/Not disclosed	Other
	86	1		29/11	2

### 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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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 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 <sup>st</sup> April 2022
April 2022	Cuts implemented

## Appendix 1 Public Realm Budget and Delivery Approach 2020-2024

### 1. Overview

1.1 This appendix sets out:

## Cuts proposal template 2021/22

- 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

## Cuts proposal template 2021/22

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 £25konone-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
Waste Minimisation			TBC		Yellow
Cleansing Option 1 (5%)			330		Red
Cleansing Option 2 (10%)			650		Red
Cleansing Option 3 (15%)			970		Red
Climate Change – Parking Zones			1000		Yellow
Climate Change - Safety	250	250			Green

## Cuts proposal template 2021/22

Total 1,830 min. 2,470 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

- 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. This requires much more detailed work, including independent challenge and analysis, 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.
  - 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. In doing so, and thereby protecting the Borough, there would be a by-product of increased income associated with this corporate objective.

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	<b>Changes to Children's Social Care services</b> – reduction in court proceedings, legal advocacy and specialist assessments for court proceedings.
Reference:	F-19
Directorate:	CYP
Director of Service:	Lucie Heyes
Service/Team area:	Children's Social Care
Cabinet portfolio:	Childrens Services and School Performance – Cllr Barnham
Scrutiny Ctte(s):	Children and Young People 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
1. Reduction in court proceedings, the advocacy and specialist assessments for court proceedings.	No	No	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
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.
<b>Cuts proposal*</b>
<p>It is important to note that the budget for child placements is significantly overspending at present. The saving listed below is in train already and is contributing to a reduction in the overspend in this financial year. The saving will be achieved through a reduction in court proceedings, legal advocacy and specialist assessments for court proceedings.</p> <p>As part of the CSC improvement plan a key aim was to reduce the numbers of children subject to court proceedings, through introducing the Signs of Safety Practice Framework in 2019. Through 2019/20 court proceedings have already reduced and are forecast to remain lower this year. During the second half of the 20/21 financial year, commissioning external legal advocacy for court proceedings was ceased for all but the most complicated cases. Alternatively the in-house legal team are expected to represent the Local Authority in Family Public Proceedings. The estimated saving for 20/21 is £150k and £500k in 21/22. Judges frequently demand the Local Authority</p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

undertake additional specialist assessments during proceedings. Work has also started on reducing the number of additional assessments required, strengthening the quality of existing assessments and exploring better value commissioning and quality assurance arrangements for specialist assessments. It is not possible to quantify the cost savings for this at this stage.

#### 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:

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
Reduction in court proceedings & advocacy	500			500
Total	500			500
% of Net Budget	2.9%	2.9%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	Yes	No	yes
If DSG, HRA, Health impact describe:		Re-alignment of		Some recharge to

## Cuts proposal template 2021/22

5. Financial information				
		some costs to the DSG HNB		the CCG for health related costs

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

## Cuts proposal template 2021/22

9. Human Resources impact					
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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Emission based charging for Short Stay Parking
Reference:	F-20
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 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
	Y	Y	N
		Statutory	

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b>
<p>In 2020, the Council, as a response to the declared Climate Emergency, introduced an emissions based policy and charging regime for parking permits.</p> <p>In summary, new banded charges for resident and business parking permits were introduced based on a vehicle's CO2 emissions. Permits for those with the least polluting vehicles were cheaper than previous permits, whilst those with the most polluting vehicles paid more.</p> <p>However, due to technical issues with infrastructure, this change did not allow the Council to cover the Councils short stay, Pay &amp; Display parking with the same approach.</p>
<b>Cuts proposal*</b>
<p>This proposal considers the particular adverse environmental and health impacts of fossil fuel emissions on short stay parking and proposes implementing an emission based parking regime similar to that for parking permits within Lewisham. This involves a CO2 based regime on short stay parking visitors, in order to deter the use of such vehicles and reduce the emissions arising. In addition a levy on diesel vehicles is proposed.</p> <p>New infrastructure now allows this policy to be extended over the Short Stay Pay and Display area but the production and delivery timelines will, as with most current procurement, be subject to delay due to Covid-19 and will mean a later start in 2021/22 with a half year of benefits in that financial year.</p>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

Initial analysis indicates that a full CO2 regime will require modelling but could be similar in approach and operation to the regime currently in place for Permit holders in Lewisham.

This is estimated to potentially generating £140,000.

A Diesel surcharge is in place in other similar inner London authorities and it is proposed to charge a comparable amount of £3 surcharge on diesel vehicles, on top of a CO2 regime. It is estimated this proposal will generate £100,000. However the infrastructure issues highlighted above will mean a half year of benefits in 2021/22.

The proposal will require £60k in 2021/22 for staff time to start up, implementation and consultation/traffic order making/amending.

This proposal is aimed at improving air quality, reducing the harmful effects of pollution to people, especially the young and the elderly and supports the Lewisham's air quality aims and the Mayor of London's Ultra-Low Emission Zone.

To enable this approach, the remaining 65 P&D machines will require a capital upgrade of £400k capital investment. With cashless transactions at around 80%, it would be sensible to consider a full cashless regime. Paypoints can be arranged in shops with 100m of all P&D locations, should motorists still wish to pay by cash. However Members have previously indicated that they wish to retain machines in a number of areas and therefore, if this route is agreed then this will need to be tied in with the proposal for introducing emission based charging for motorcycles and the necessary capital investment.

This will require a borough wide statutory consultation as part of the Traffic Order Making process and can be delivered halfway through 2021/22.

#### Mitigating Actions for 21/22

None

### 4. Impact and risks of proposal

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

- This measure maybe unpopular with users
- Will further support the Council's climate agenda.
- Will contribute to benefitting those most vulnerable to poor air quality.
- Will encourage, along with other measures, to motorists investing in cleaner emission vehicles.

#### 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	
	4,041,880	10,397,000	6,355,120	
HRA				

## Cuts proposal template 2021/22

5. Financial information				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
CO2 surcharge	70	70		140
Diesel surcharge	50	50		100
<b>Total</b>	120	120		240
% of Net Budget	0.0018%	0.0018%	%	0.0037%
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. Making Lewisham greener	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
2. Good governance and operational effectiveness	
3.	
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7.	
8.	

7. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	All Wards within Controlled Parking Zones
	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	Pregnancy / Maternity:	N
Gender:	N	Marriage & Civil Partnerships:	N
Age:	N	Sexual orientation:	N
Disability:	N	Gender reassignment:	N
Religion / Belief:	N	Overall:	N
For any High impact service equality areas please explain why and what mitigations are proposed:			

## Cuts proposal template 2021/22

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:
Subject to statutory consultation under the Traffic Management Act with regard to introduction and setting a fee,

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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

## Cuts proposal template 2021/22

11. Summary timetable	
February 2021	Final decisions at M&C with the Budget
March 2021	Cuts implemented

DRAFT

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Road Safety – Enhanced Enforcement
Reference:	F-21
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Zahur Khan – Director, Public Realm
Service/Team area:	Public Realm
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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
	Y	N	N

3. Description of service area and proposal
<p><b>Description of the service area (functions and activities) being reviewed:</b></p> <p>Lewisham has, over the years, implemented a great number of traffic measures to manage traffic flow, improve road safety and to prioritise sustainable modes of transport such as walking, cycling and bus priority. These schemes have included banned turns, one way systems and other restrictions to limit vehicular movement, mainly in the more residential areas, to increase safety or address local environmental issues.</p> <p>When such measures are complied with, it allows traffic to move freely and reduces road danger, whilst improving air quality. However, if such measures are contravened, road danger increases for pedestrians, cyclists and motorists. Such conflicts can also cause delays and congestion, leading to a loss of amenity and negatively affect air quality.</p> <p>The vast majority of these are not regularly enforced.</p>
<p><b>Cuts proposal*</b></p> <p>To complement the proposal for the Council to enforce yellow box junctions, it is proposed that a similar programme of enforcement be undertaken to support the Councils priorities around road safety and local environment.</p> <p>The proposal is to review existing restrictions and initially enforce those with the highest number of contraventions and those contraventions where a high risk of occurrence and personal injury is highlighted.</p> <p>The proposal will be developed and implemented by Traffic and supported by Parking and our Parking contractor NSL Ltd on CCTV and maintenance functions. This will involve:</p> <ul style="list-style-type: none"> <li>As part of our on-going annual work on road safety and reducing personal injuries within Lewisham, an assessment of accident hotspots along with</li> </ul>

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

surveys and restrictions will be undertaken to provide a prioritised list of locations with contraventions.

- A list of around a dozen sites will be initially be made and will be assessed to ensure camera enforcement can be administered.

This will help manage safety and congestion on our roads, improve air quality and confidence for all vulnerable road users and motorists that these sites are being managed correctly. This will also assist in meeting our and the Mayor for London's targets.

Some of the proposals can be implemented in 2021/22, with 5 sites of the initial 12 and the remainder in the following year. Exact sites will be dependent on surveys, which will need to be commenced first.

Costs for the necessary capital investment, including cameras, will be required, on an invest to save basis. As such a capital investment of £360,000, with £100,000 in 21/22 and £175,000 in 22/23 is required.

As a by-product of our reinforcing the effectiveness of our traffic management measures it is anticipated that there will be net income as follows

	2021/22	2022/23
<b>Income</b>	£250k	£375k

The production and delivery timelines will, as with most current procurement, be subject to delay due to Covid-19 and will mean a later start in 2021/22 with a half year of benefits in that financial year.

As these measures exist, no consultation will be required and appropriate signs will be added to the restrictions, as necessary.

### 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
- Not popular with some residents and businesses
- Reinvestment into local environmental improvements and transport and accessibility initiatives and services as per Section 55

#### 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	
	4,042	10,397	6,355	
HRA				
DSG				
Health				
<b>Cuts proposed*:</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>Total £'000</b>

## Cuts proposal template 2021/22

5. Financial information				
Road Safety – enhanced enforcement	250	375		625
<b>Total</b>	<b>250</b>	<b>375</b>		<b>625</b>
<b>% of Net Budget</b>	<b>2.75%</b>	<b>5.5%</b>	<b>%</b>	<b>8.25%</b>
<b>Does proposal impact on:</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>	<b>Health</b>
<b>Yes / No</b>				
<b>If DSG, HRA, Health impact describe:</b>				

6. Impact on Corporate priorities: list in order of DECREASING impact	
1. Building safer communities	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities 8. Good governance and operational effectiveness
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
	Wards identified in the priority list
	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	Pregnancy / Maternity:	N
Gender:	N	Marriage & Civil Partnerships:	N
Age:	N	Sexual orientation:	N
Disability:	N	Gender reassignment:	N
Religion / Belief:	N	Overall:	N
For any High impact service equality areas please explain why and what mitigations are proposed:			
<div style="border: 1px solid black; height: 40px;"></div>			

## Cuts proposal template 2021/22

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

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:	
All income must be applied via the hierarchy specific in 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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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
December 2020	Commence surveys and draft proposals
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget

## Cuts proposal template 2021/22

11. Summary timetable	
March 2021	Procurement commences
September 2021	Installation programme commences over next 12 months

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## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Motorcycle Parking Charges
Reference:	F-22
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 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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
	Y	Y	N
		Statutory	

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b> <p>Motorcycles currently park free of charge in Controlled Parking Zones (CPZs) and on any permit holder, pay-and-display or dual purpose bay within Lewisham. In addition some motorcycle parking is available in car parks.</p> <p>As part of our commitment to improve local air quality and reduce CO<sub>2</sub> emissions in Lewisham, we are proposing to introduce parking permits for motorcycles. This is aimed at tackling air pollution from motorcycles by encouraging people to switch to less polluting models or more sustainable forms of transport. It will also bring all motorcycle parking charges in line with other vehicles, which have had emissions-based permits since last year.</p> <p>Poor air quality contributes to an estimated 10,000 premature deaths every year in London. As vehicle emissions are the primary source of air pollution in London, it is crucial that Lewisham plays its part in tackling this source of pollution.</p>
<b>Cuts proposal*</b> <p>As part of our Local Implementation Plan and Parking and Enforcement Plan, Lewisham is committed to encouraging people to travel more sustainably, increasing walking and cycling rates, and promoting public transport use. This also is in-line with our approach to the declared Climate Emergency.</p> <p>These proposals are aimed at encouraging motorcyclists who need to ride to switch to less polluting and zero-emission motorcycles. The proposals would also bring Lewisham in line with the majority of other inner London boroughs that already charge for motorcycle parking.</p>

### 3. Description of service area and proposal

Motorcycles have not been charged to park in the borough up to now, largely because it has not been possible to display a permit securely on a motorcycle. Developments in technology offer a practical solution in the form of cashless parking and e-permits as used currently within the borough.

In support of the Council Climate agenda it is proposed to, within controlled parking zones:

- Introduce a requirement for motorcycles to hold a valid permit to park in any permit holder bay, which would be charged based on emissions.
- Making it a requirement for visitors travelling by motorcycle to display either a visitor e-voucher when visiting friends and family, or purchase a cashless parking session when parked in short-stay bays.

This would mean:

- Motorcycle bay parking will be free for electric motorcycles.
- Motorcyclists could park for £1 a day.
- Each daily permit can move between motorcycle bays during the same day without any further charge.
- Longer term permits have also been proposed below, with the same concession. The proposal will allow motorcycles to park in bays they currently do, but with a charge.

At this stage, the proposed prices shown below are indicative and subject to further change following further research and analysis, including a possible emission based regime.

Permit duration	Price
1 day	£1
1 week	£3
1 month	£10
1 quarter	£30
1 year	£100

The proposal is expected to generate £80k income in 2022/23, but will require £60k in 2021/22 for staff time to start up, implementation and consultation/traffic order making/amending.

To enable this approach, the remaining 65 P&D machines will require a capital upgrade of £400k capital investment. With cashless transactions at around 80%, it would be sensible to consider a full cashless regime. Paypoints can be arranged in shops with 100m of all P&D locations, should motorists still wish to pay by cash. However Members have previously indicated that they wish to retain machines in a number of areas and therefore, if this is the route agreed, then this will need to be tied in with the proposal for introducing emission based charging for short stay P&D and the necessary capital investment.

This proposal can be delivered for 2021/22 and will need to align with the procurement and infrastructure required for the proposal for emissions based Short Stay pay and

## Cuts proposal template 2021/22

### 3. Description of service area and proposal

display. Production and delivery timelines will, as with most current procurement, be subject to delay due to Covid-19 and will mean a later start in 2021/22 with a year of benefits in 2022/23

#### Mitigating Actions for 21/22

Not applicable

### 4. Impact and risks of proposal

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

- This measure maybe unpopular with users
- Will further support the Council's climate agenda.
- Could lead to displacement of parking into adjoining areas without parking controls.

#### 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	
	4,042	10,397	6,355	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>Motorcycle Parking</b>		80		80
<b>Total</b>		80		80
<b>% of Net Budget</b>	%	<1%	%	<1%
<b>Does proposal impact on:</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>	<b>Health</b>
<b>Yes / No</b>				
	Y	N	N	N
<b>If DSG, HRA, Health impact describe:</b>				

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

#### 1. Making Lewisham greener

#### 2. Good governance and operational effectiveness

#### 3.

#### Corporate priorities

1. Open Lewisham
2. Tackling the Housing Crisis
3. Giving Children and young people the best start in life

**Cuts proposal template 2021/22**

<b>6. Impact on Corporate priorities: list in order of DECREASING impact</b>	
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

<b>7. Ward impact</b>	
Geographical impact by ward:	Zones
	Those Wards with Controlled Parking Zones
	If impacting one or more wards specifically – which?

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

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

## Cuts proposal template 2021/22

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:
Requirement to undertake consultation under the Road Traffic Act

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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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	Order Making and procurement commences
September 2021	Installation programme commences over next 12 months

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	Review transport services to secure efficiencies
Reference:	F-23
Directorate:	CYP
Director of Service:	Angela Scattergood
Service/Team area:	Home to School Transport
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 <a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a>		
	No	No	No

3. Description of service area and proposal
<b>Description of the service area (functions and activities) being reviewed:</b> Home to School Transport There is a statutory requirement to provide home to school transport for children with Educational Health & Care Plan where the plan specifies a transport service.  From 2015 to 2019, the number of EHCPs in Lewisham increased by 65.5% from 1,408 to 2,344. The number of ECHPs in Lewisham now stands at 2,873, representing a further 22.5% increase since the January 2020 SEN2 census date. There are 2 aspects within the transport service- passenger services (Lewisham buses) at £2.2M and use of taxis at £1.1M. The annual budget of has typically overspent by £2M. For this year the forecast is 2.6M overspend, some of this is due to COVID.
<b>Cuts proposal*</b> The proposal is to review passenger services and use of taxis to identify a strategy to secure a reduction in spend of £250,000  <b>Mitigating Actions for 21/22</b> This review is seeking to identify efficiencies in our transport processes and not a reduction in service to those children who are eligible for transport support.

4. Impact and risks of proposal
This risk with this proposal arises from the increasing numbers of children and young people with EHCP, particularly those accessing education out of borough. A mitigation plan has been devised to increase in borough capacity. However, this is a demand-led

## Cuts proposal template 2021/22

<b>4. Impact and risks of proposal</b>
budget within a statutory framework. A previous planned review of the service was paused as a consequence of the Covid 19 pandemic.

<b>5. Financial information</b>				
<b>Controllable budget: General Fund (GF)</b>	<b>Spend £'000</b>	<b>Income £'000</b>	<b>Net Budget £'000</b>	
	3,265	0	3,265	
HRA				
DSG				
Health				
<b>Cuts proposed*:</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>Total £'000</b>
<b>Home to school transport</b>	250			250
<b>Total</b>	250			250
<b>% of Net Budget</b>	7.7%	%	%	%
<b>Does proposal impact on:</b>	<b>General Fund</b>	<b>DSG</b>	<b>HRA</b>	<b>Health</b>
Yes / No	Yes			
<b>If DSG, HRA, Health impact describe:</b>				

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

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

<b>8. Service equalities impact</b>
Expected impact on service equalities for users – High / Medium / Low or N/A

## Cuts proposal template 2021/22

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					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:
Legal implications will be considered

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:

## Cuts proposal template 2021/22

11. Summary timetable	
Month	Activity
September 2020	Proposals prepared ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
October 2020	
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

## Cuts proposal template 2021/22

1. Cuts proposal	
Proposal title:	ASC Review
Reference:	F-24
Directorate:	Communities
Director of Service:	Tom Brown
Service/Team area:	Adult Social Care/ Joint Commissioning
Cabinet portfolio:	Cllr Chris Best (Health and Adult Social Care)
Scrutiny Ctte(s):	Healthier Communities Select Committee

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><a href="https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution">https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution</a></p>		
	No	No	No

3. Description of service area and proposal
<p><b>Description of the service area (functions and activities) being reviewed:</b></p> <p>A full scale service wide review will be completed for Adult Social Care with the objective of reducing costs whilst improving the outcomes for our residents. The review will be expected to build on the first round cuts proposed and deliver second round savings of £4m through:</p> <ul style="list-style-type: none"> <li>• Working with our NHS partners to ensure people have access to rehabilitative therapies and recovery</li> <li>• Better demand management through promoting independence and supporting a strength based model, working with service users to determine how their needs are best met through the assessment process</li> <li>• Assessing our performance, productivity and our unit costs by benchmarking against our statistical neighbours</li> <li>• Improved commissioning and contract management arrangements for our domiciliary, residential, nursing and day care services to ensure the services delivered are of good quality and offer value for money</li> <li>• To assess the providers in the market place to determine whether the alternative offer is better placed to meet our residents' needs (to include a review of Enablement &amp; Linkline services – replacing F-07 &amp; F-08)</li> <li>• Modernising and transforming our building based day centre provision</li> </ul>

4. Impact and risks of proposal
<p><b>Outline impact to service users, partners, other Council services and staff:</b></p> <p>The delivery of this proposal is in addition to £3m cut proposed F-01 and must comply with legislative requirements for ASC, but this proposal aims to ensure that in the first instance we help people to be independent and / or use informal and community resources. Through transforming the way we work with people we aim to empower them to access non-institutional care wherever possible.</p>

## Cuts proposal template 2021/22

### 4. Impact and risks of proposal

Building on existing ways of working we want to support staff to be creative and co-productive in approaches to the commissioning and delivery of support.

#### 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 that may need to be investigated.

Adopting a co-productive approach and using positive risk management we seek to transform the way that people meet their needs.

All re-assessments will follow the guidance within the Care Act 2014. However, there may be an increase in the levels of formal complaints received if choices and preferences regarding the care and support offered are not realised.

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
<b>ASC Review</b>	3849	430	0	4279
<b>Total</b>	3849	430	0	4279
<b>% of Net Budget</b>	%	%	%	%
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	<b>Corporate priorities</b> 1. Open Lewisham 2. Tackling the Housing Crisis 3. Giving Children and young people the best start in life 4. Building an inclusive local economy 5. Delivering and defending: health, social care & support 6. Making Lewisham greener 7. Building safer communities
2.1	
3.2	
4.3	
5.4	
6.8	

## Cuts proposal template 2021/22

6. Impact on Corporate priorities: list in order of DECREASING impact	
7.7	8. Good governance and operational effectiveness
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:	H	Sexual orientation:	
Disability:	H	Gender reassignment:	
Religion / Belief:		Overall:	H
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>People who are in receipt of care and support from ASC will have a disability or be an older resident or carer. Any changes to the care and support plans that are already in place will take place following a reassessment of need in accordance with legislation. There are higher levels of young working age adults in receipt of Direct payments.</p>			
Is a full service equalities impact assessment required: 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			

## Cuts proposal template 2021/22

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:
<p>ASC is a statutory service that implements the legislative guidance accordingly. All decisions made regarding how a care and support plan are changed will be influenced by the re-assessment of needs in line with the Care Act guidance.</p> <p>There are care arrangements in place that have prioritised the choices and aspirations of individual service users and carers when considering how needs can be met.</p> <p>The re assessments of these arrangements will follow care act guidance by taking into account the strengths and assets that individuals can contribute to support themselves, for example, looking at what family and community networks can provide, and whether there are sufficient finances to self-fund support required.</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 ( <b>this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations</b> )
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

**POLICY AND EQUALITIES ANALYSIS – BUDGET CUT PROPOSALS 2021/22**

**INTRODUCTION**

This report is in two parts and summarises the anticipated impact of 2021/22 budget cut proposals on characteristics protected under the Equality Act 2010 and anticipated impact of the proposals on the corporate strategy priorities. In addition, the report highlights the anticipated impact of budget cut proposals on wards.

It is in two parts; the first presenting the analysis for the 41 round 2 proposals in this report and the second presenting the analysis combining that for the 54 round 1 (presented to M&C in December) amended for those decisions and the 41 round 2 proposals (total proposals 95).

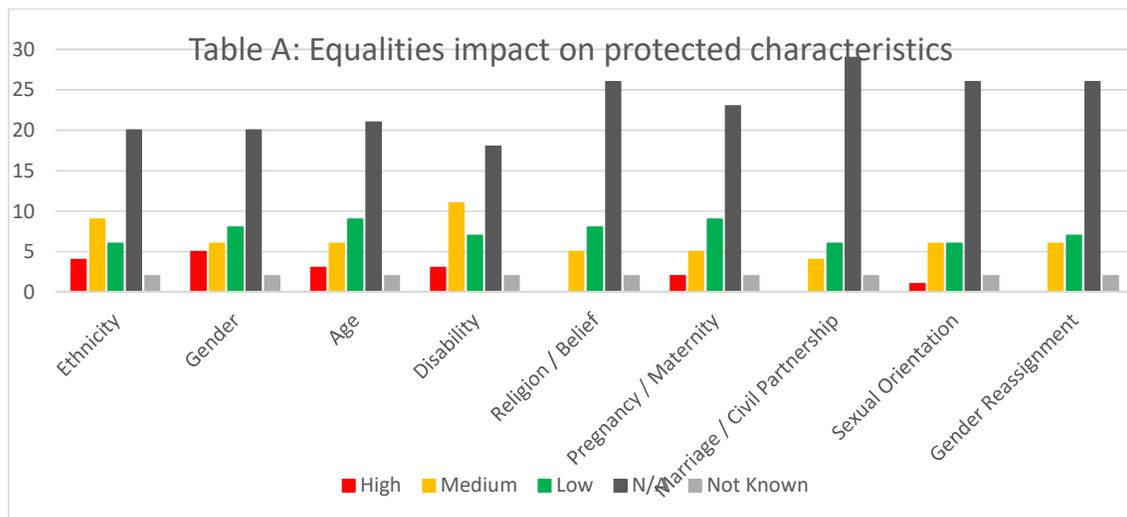
The proposals and analysis cover the next three years 2021/22 to 2023/24. The 95 proposals totalling £41.7m of cuts over the three years, with £28m for 2021/22.

**ROUND 2 ANALYSIS**

**Impact of budget cut proposals on protected characteristics**

Table A below shows the anticipated impact of cuts proposals on protected characteristics. Specifically the table shows that the protected characteristics of ethnicity, gender, age, disability, pregnancy / maternity, and sexual orientation with ‘high’ impact proposals against them. Of these ethnicity and gender were identified in the most, age and disability second, and pregnancy / maternity and sexual orientation the least.

The balance of proposals which are anticipated to have a ‘medium’ impact in spread more evenly across the proposal but by more proposals for ethnicity and disability. Notable, consistent with previous cuts proposals, are the high number of proposals with limited or no impact on protected characteristics. This reflects that many of the changes are to operational practices to ensure good governance and operation effectiveness (see impact on corporate priorities below).



## Appendix 9

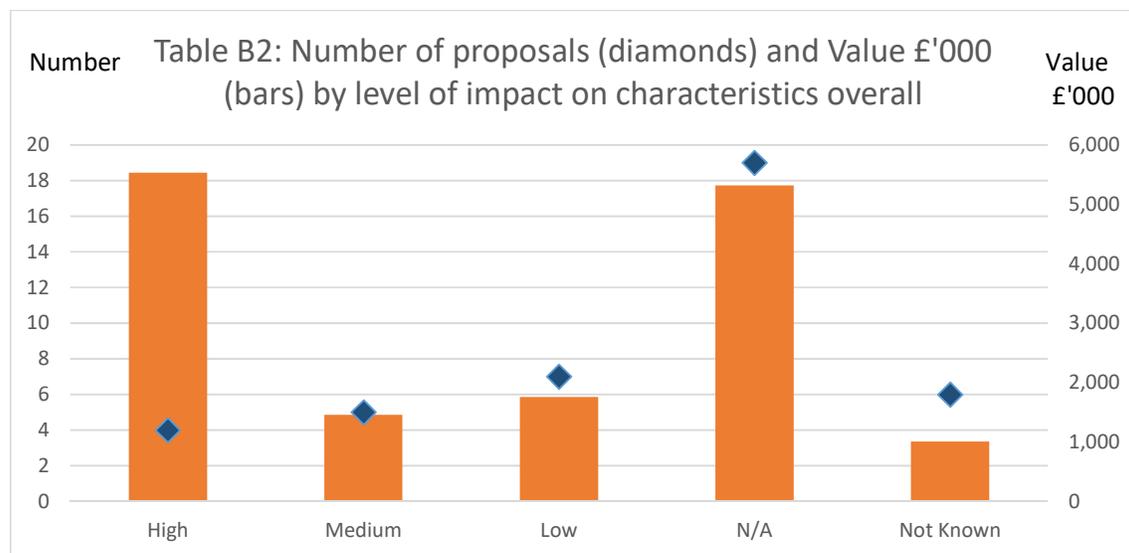
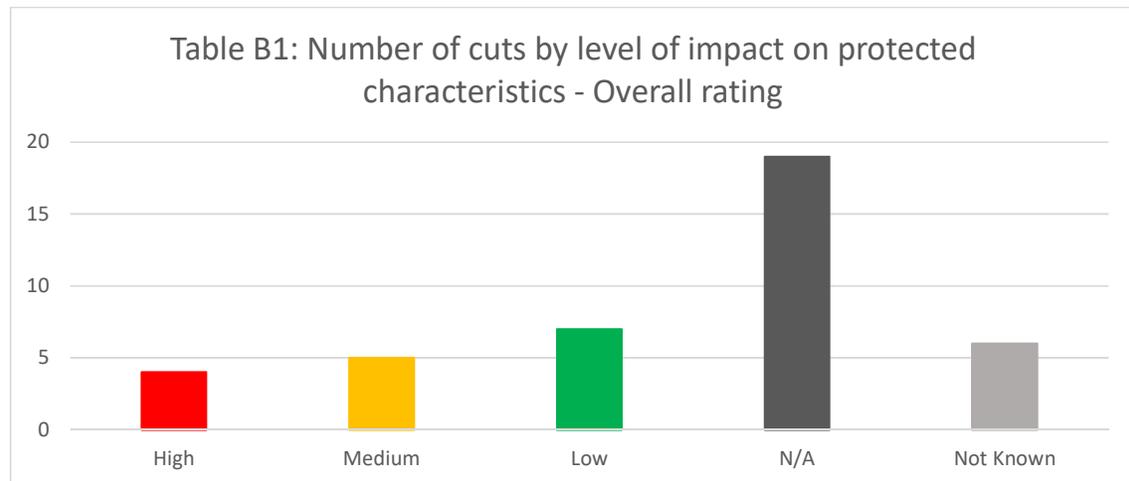
Tables B1 and B2 below shows the overall (cumulative) impact of the cuts proposals by number and value. This is based on the assessment of high, medium, and low judgements across the various protected characteristics overall.

By number, of the 41 proposals 9 (22%) are anticipated to have a high or medium impact compared to 26 (63%) having a low or no (not applicable) impact.

By value, of the 41 proposals the 9 identified with high or medium impact are for £6,984k (46%) compared to £7,076k (47%) for the 26 having a low or no impact.

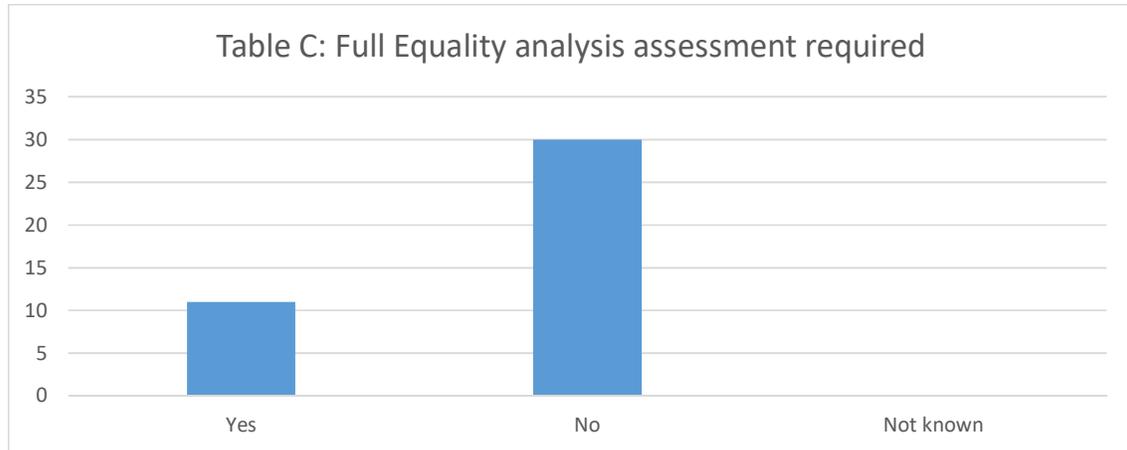
The four proposals with an anticipated high impact overall are:

- B11 £1,000k – Improved usage of the Better Care Funding across partners
- C13 £100k – Sexual and reproductive health services in primary care
- C15 £150k – Integrated sexual reproductive health services
- F24 £4,279k – Adult social care cost reduction and service improvement



## Appendix 9

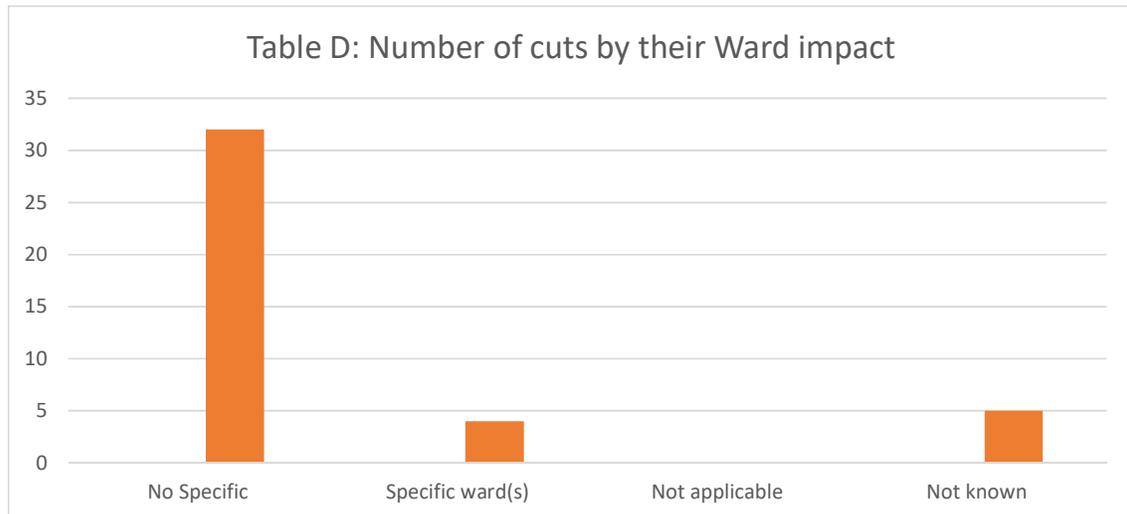
Table C below shows the number of budget proposals where a full Equality Analysis Assessment (EAA) is required. Specifically it shows that 11 proposals with a value of £6,882k will require a full EAA to be completed prior to a final decision being made and the cut implemented in full.



### Geographical impact of budget cut proposals

Table D below shows that for the majority 32 (78%) there is no specific ward impact (i.e. the changes will impact services across the Borough as a whole).

The table shows there are 4 proposals with specific ward(s) impact. They are C26, F20, F21, and F22. C26 impacts local leisure facilities and the F proposals impact parking charges so localised according to the arrangement in place by ward.



### Impact on corporate strategy priorities

The information in the Tables E below show the number and value of the cuts impact by corporate strategy priority.

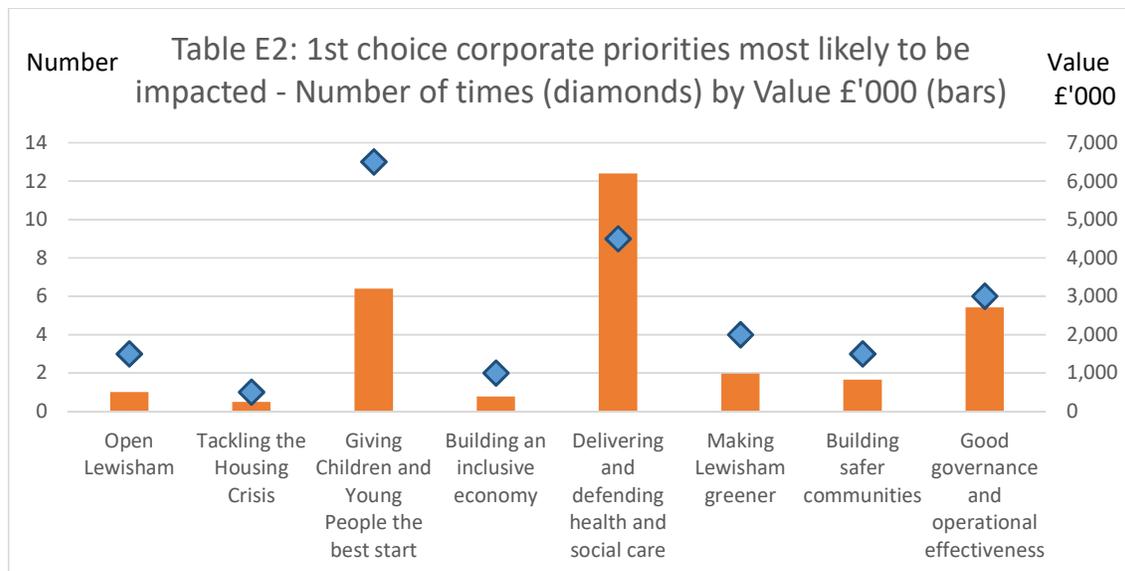
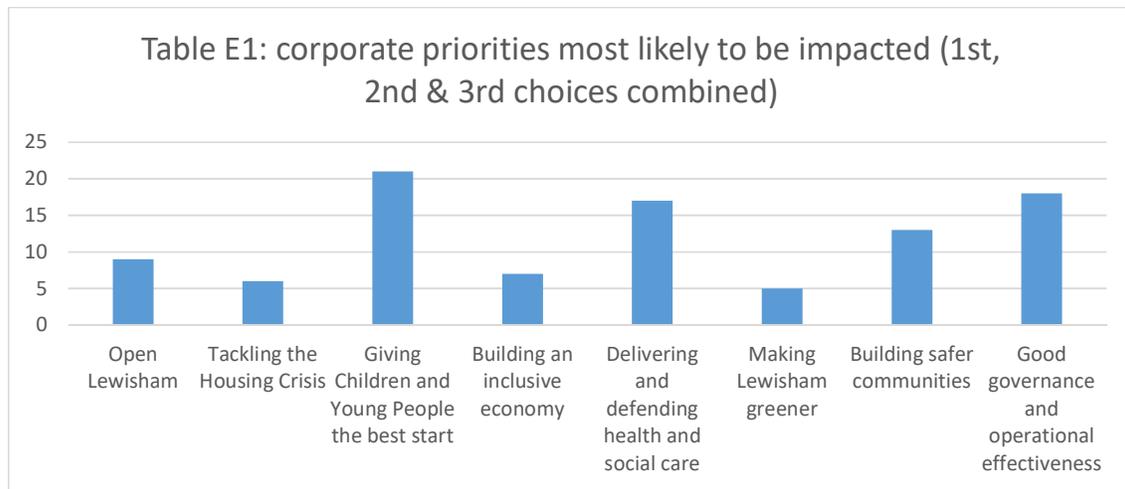
Appendix 9

By number, the three corporate priorities identified as likely to be the most impacted (all of first, second, and third choices) are:

- Giving Children and Young People the best start in life
- Good governance and operational effectiveness (not a formal priority in the corporate strategy but added to capture proposals to operational practice)
- Delivering and defending Health and Social Care.

This impact on priorities is also carried through into the analysis by value of the cuts to the corporate strategy. Looking at the first choice (main priority) impact the number and value of cuts by the three most impacted priorities are:

- Giving Children and Young People the best start in life – 13 cuts for £3,199k
- Good governance and operational effectiveness – 6 cuts for £2,705k
- Delivering and defending Health and Social Care – 9 cuts for £6,199k

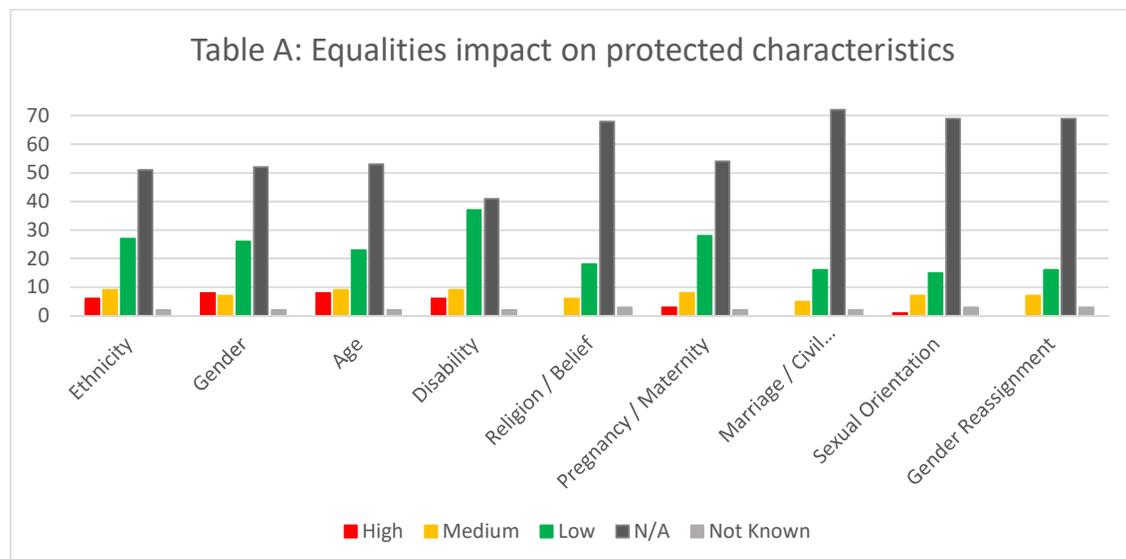


## COMBINED ROUND 1 (POST M&C) AND ROUND 2 (PRE M&C) ANALYSIS

### Impact of budget cut proposals on protected characteristics

Table A below shows the anticipated impact of cuts proposals on protected characteristics. Specifically the table shows that the protected characteristics of ethnicity, gender, age, disability, pregnancy / maternity, and sexual orientation with 'high' impact proposals against them. Of these gender and age were identified in the most, ethnicity and disability second, and pregnancy / maternity and sexual orientation the least.

The balance of proposals which are anticipated to have a 'medium' impact in spread more evenly across the proposal but by more proposals for disability. Notable, consistent with previous cuts proposals, are the high number of proposals with limited or no impact on protected characteristics. This reflects that many of the changes are to operational practices to ensure good governance and operation effectiveness (see impact on corporate priorities below).



Tables B1 and B2 below shows the overall (cumulative) impact of the cuts proposals by number and value. This is based on the assessment of high, medium, and low judgements across the various protected characteristics overall.

By number, of the 95 proposals 15 (16%) are anticipated to have a high or medium impact compared to 69 (73%) having a low or no (not applicable) impact.

By value, of the 95 proposals the 15 identified with high or medium impact are for £8,516k (20%) compared to £27,611k (66%) for the 69 having a low or no impact.

The seven proposals with an anticipated high impact overall are:

- C02 £150k – Adult learning and day opportunities
- E04 £82k – Introducing charging for certain elements of self-funded care
- F09 £600k – In-house reductions – adult passenger transport
- B11 £1,000k – Improved usage of the Better Care Funding across partners

Appendix 9

- C13 £100k – Sexual and reproductive health services in primary care
- C15 £150k – Integrated sexual reproductive health services
- F24 £4,279k – Adult social care cost reduction and service improvement

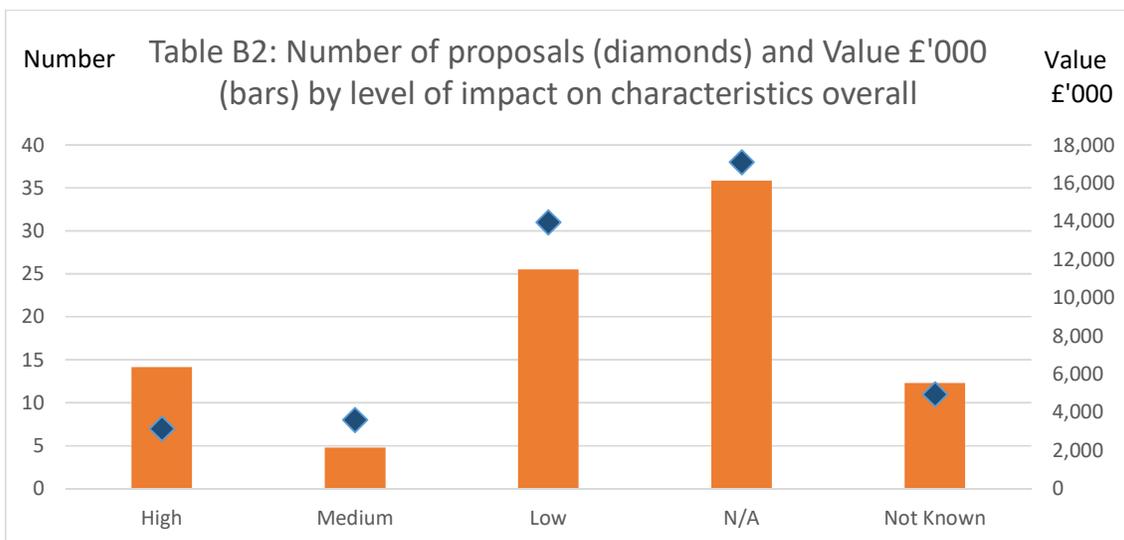
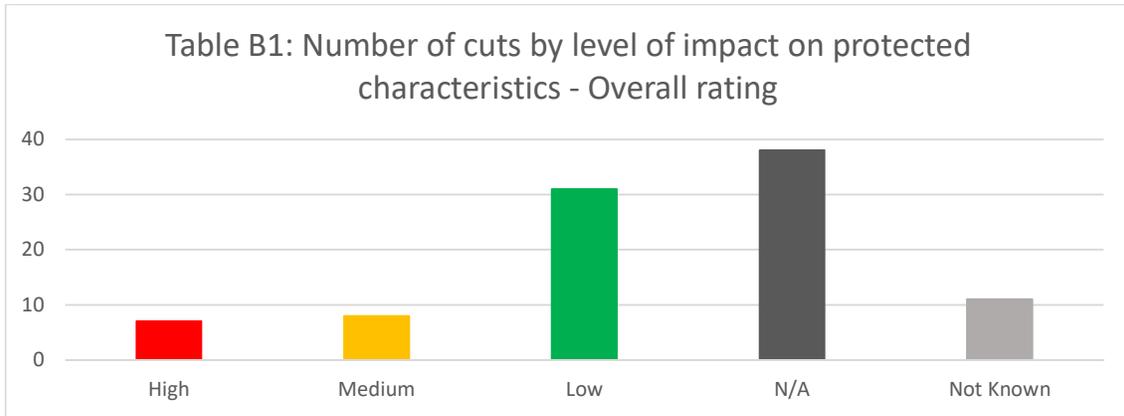
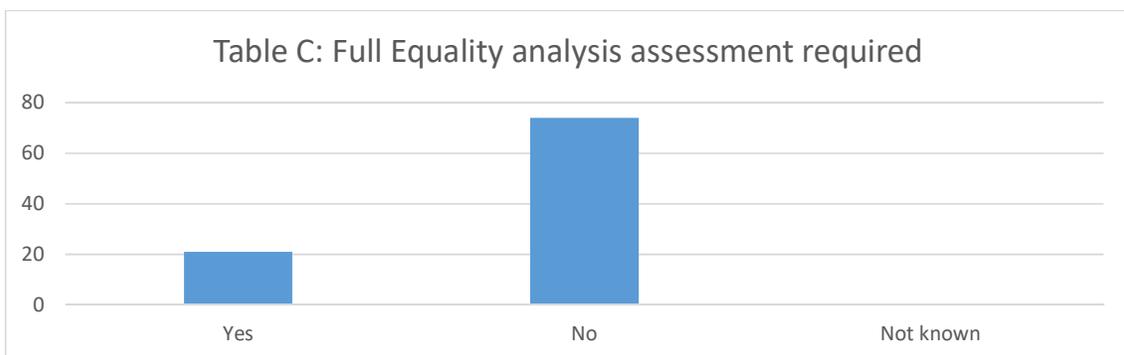


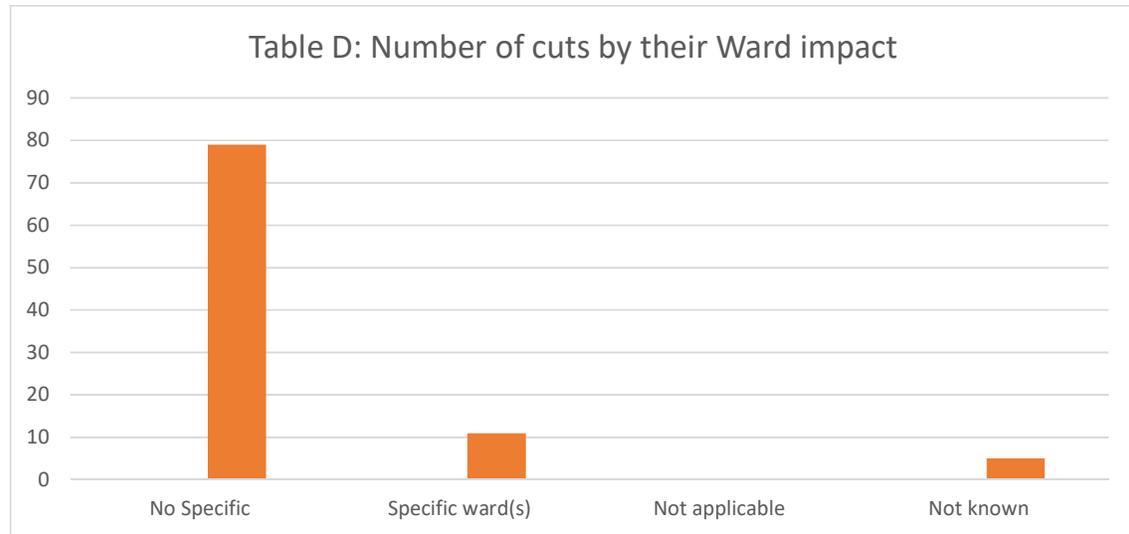
Table C below shows the number of budget proposals where a full Equality Analysis Assessment (EAA) is required. Specifically it shows that 21 proposals with a value of £11,080k will require a full EAA to be completed prior to a final decision being made and the cut implemented in full.



### Geographical impact of budget cut proposals

Table D below shows that for the majority 32 (78%) there is no specific ward impact (i.e. the changes will impact services across the Borough as a whole).

The table shows there are 4 proposals with specific ward(s) impact. They are C26, F20, F21, and F22. C26 impacts local leisure facilities and the F proposals impact parking charges so localised according to the arrangement in place by ward.



### Impact on corporate strategy priorities

The information in the Tables E1 & E2 below show the number and value of the cuts impact by corporate strategy priority.

By number, the three corporate priorities identified as likely to be the most impacted (all of first, second, and third choices) are:

- Giving Children and Young People the best start in life
- Good governance and operational effectiveness (not a formal priority in the corporate strategy but added to capture proposals to operational practice)
- Delivering and defending Health and Social Care.

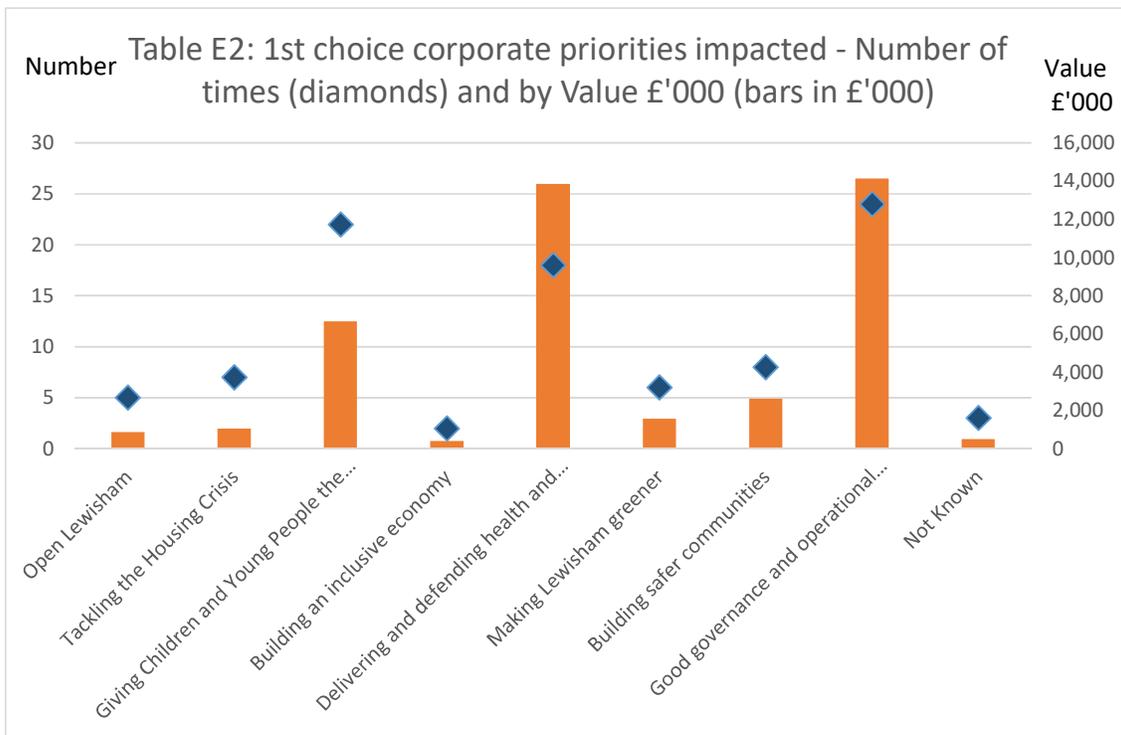
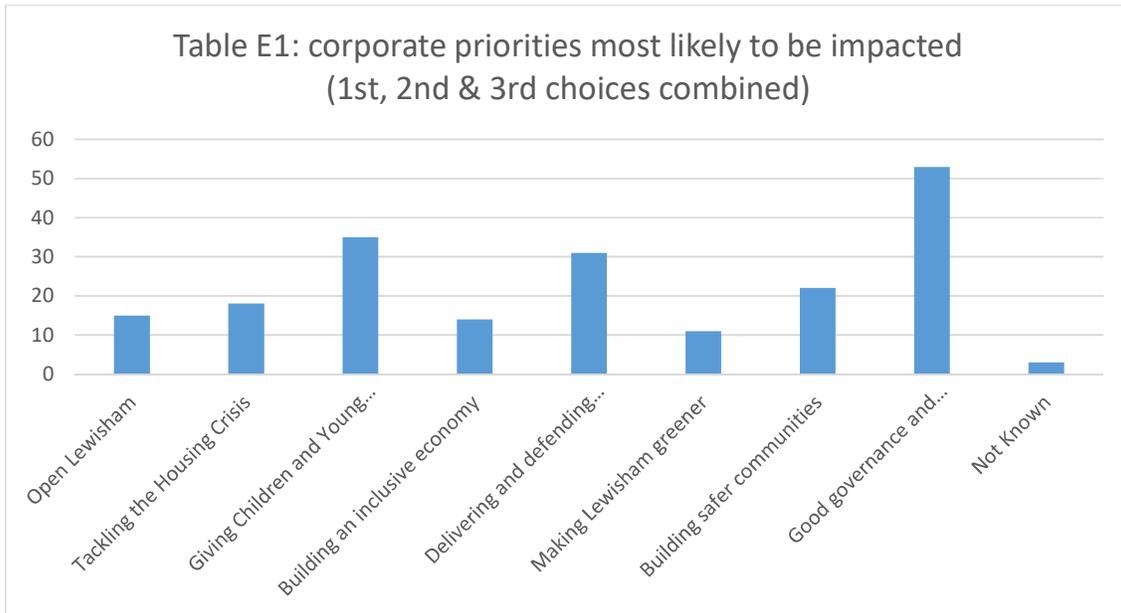
This impact on priorities is also carried through into the analysis by value of the cuts to the corporate strategy. Looking at the first choice (main priority) impact the number and value of cuts by the three most impacted priorities are:

- Giving Children and Young People the best start in life – 22 cuts for £6,654k
- Good governance and operational effectiveness – 24 cuts for £14,136k
- Delivering and defending Health and Social Care – 18 cuts for £13,862k

For the most significant two service priorities identified - Children, Health and Social Care - to put this into context the Council's overall net general fund budget has 70%

Appendix 9

of the budget for adult and children social care and public health. The cuts identified to these priorities for Children, Health and Social Care (although they are not the only ones impacting these services and other will be under good governance for example) represent £20.5m (49%) of the total £41.6m of proposals.





## Housing Select Committee

### **Report title: Allocations consultation**

**Date:** 28 January 2021

**Key decision:** No.

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:** John Bardens, Scrutiny Manager

### **Outline and recommendations**

The purpose of the attached papers is to provide the Housing Select Committee with a comprehensive update on the recent housing allocation policy review and subsequent public consultation on the proposed changes.

- Members of the Housing Select Committee are recommended to note and comment on the report.

## 1. Summary

- 1.1. The purpose of this paper is to provide the Housing Select Committee with a comprehensive update on the housing allocation policy review and subsequent public consultation on the proposed changes.

## 2. Recommendations

- 2.1. Members of the Housing 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. **Tackling the housing crisis** - Ensuring everyone has a decent home that is secure and affordable.

## 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](mailto:john.bardens@lewisham.gov.uk) 020 8314 9976*

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## Mayor and Cabinet

### **Report title: Housing Allocation Policy review**

**Date:** 11 November 2020

**Key decision:** Yes.

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:** Fenella Beckman, Director of Housing Services

### **Outline and recommendations**

- Lewisham Council's housing allocations policy has been reviewed. This report and accompanying documents outline a series of proposed changes to the policy.
- Mayor and Cabinet are requested to make decisions pertaining to proposed changes, and to approve a 12-week public consultation on the proposals.

## Timeline of engagement and decision-making

11 November 2020	Proposed changes to be presented to Mayor and Cabinet, with recommendations to consult immediately
18 November 2020	Proposed changes to be presented to Housing Select Committee
Late November for 12 weeks	Proposed public consultation on changes

### 1. Summary

- 1.1. This report seeks to obtain approval to proceed to a 12 week public consultation on a series of proposed changes to the Allocations Policy.
- 1.2. This report sets the policy context and highlights the background and purpose of the current Allocations Policy, introduced in 2017.
- 1.3. It then outlines the key allocation challenges faced in the borough, and the rationale for the review.
- 1.4. The report goes on to summarise the amendments to the existing Allocations Policy proposed by officers, and refers to the accompanying documents where further detail of the proposals is provided.
- 1.5. This report considers the financial and legal implications of the proposed changes and makes a number of recommendations to Mayor and Cabinet.

### 2. Recommendations

- 2.1. Mayor and Cabinet are asked to:
  - 2.1.1. Approve a 12 week public consultation on the proposed changes to the Allocations Policy, as set out below, summarised in section 9 of this report, and detailed in Appendix A, and namely to consult on:
    - 2.1.1.1. changes to the banding structure
    - 2.1.1.2. changes to band allocation for several primary rehousing reasons
    - 2.1.1.3. introducing a new 'smart letting' approach to maximise the number of properties available to let
    - 2.1.1.4. reducing the 'three offer' rule to 'two offer' rule
    - 2.1.1.5. updating the bidding process
    - 2.1.1.6. reviewing how large properties are let
    - 2.1.1.7. delegating powers

### 3. Policy Context

- 3.1. Section 166a of the Housing Act 1996 requires local housing authorities to have a

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policy in place for determining priorities and procedures to be followed in allocating housing.

- 3.2. The Allocation Policy sets out the Council's policies relating to the allocation of social housing and the procedures and processes used by officers to implement those policies.
- 3.3. Priority for accommodation must be given to the groups who fall within the statutory reasonable preference categories, namely:
  - 3.3.1. people who are homeless (within the meaning of Part 7 of the Housing Act 1996)
  - 3.3.2. people who are owed a duty by a local housing authority
  - 3.3.3. people occupying insanitary or overcrowded housing, or otherwise living in unsatisfactory housing conditions
  - 3.3.4. people who need to move on medical or welfare grounds
  - 3.3.5. people who need to move to a particular locality in the district of the authority, where failure to meet that need would cause hardship (to themselves or to others)
- 3.4. The latest Allocation Policy was published in April 2017.
- 3.5. The Council is legally required to consult on major policy changes and so, before ratifying the proposed changes, a consultation process will need to be completed.
- 3.6. The contents of this report are consistent with the Council's policy framework. It supports the achievements of the Corporate Strategy objectives:
  - 3.6.1. Tackling the housing crisis – Everyone has a decent home that is secure and affordable.
- 3.7. In response to the changing landscape and increasing demands on our services, the council will imminently adopt a new five-year Housing strategy, and a two-year Homelessness and Rough Sleeping strategy. Both strategies respond to the rising pressures of the housing crisis and additional need created by the COVID-19 pandemic.

## **4. Background**

- 4.1. The Allocation Policy was reviewed extensively in 2012, in response to the Localism Act 2011 and the Code of Guidance on Allocations June 2012.
- 4.2. In 2017 further changes were made in response to increasing demand for social housing and rising homelessness levels.
- 4.3. There are almost 10,000 households on the housing register. It would take over nine years to provide social homes to everyone on the housing register if the number of available homes stays the same, and if no more households are added to the register. It is likely that many of those on our register will never move into social housing.
- 4.4. Until recently, the Allocation Policy has been supplemented by an Annual Lettings Plan. Since 2017 we have used the ALP to define our key priorities, which has in particular given significant priority to rehousing homeless households on the basis that there was an urgent and temporary need to prioritise this group to respond to the increasing numbers of homeless applicants occupying temporary accommodation.
- 4.5. Over time it has become clear that we need to amend our allocations policy to ensure that it reflects our current priorities, and to ensure that applicants with most acute need are prioritised. This review of the allocation policy will ensure that the priority banding scheme more accurately reflects the councils rehousing priorities, particularly given the continuing high demand for social housing and continuing high numbers of applicants placed in temporary accommodation.

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- 4.6. For the above reasons, a number of changes to the Allocation Policy are proposed. These changes will ensure that the housing allocation scheme more accurately reflects the rehousing priorities for the borough.

## **5. Purpose of the Allocations Policy**

- 5.1. The Allocations Policy defines who can apply to join the housing waiting list, identifies those with the greatest housing needs and sets out how individuals will be prioritised for council and other registered provider housing that comes available. It is therefore at the forefront of the council's response to housing need.
- 5.2. The policy must clearly state how bands for reasonable preference, and priority within bands, are determined and assessed and recognise the need to ensure fair and equal access to social housing.
- 5.3. The policy aims to use resources available as efficiently as possible, retaining flexibility to respond to fluctuations in demand from different client groups, preventing homelessness and offering choice to applicants.
- 5.4. The Policy must also reflect our strategic priorities, the relevant ones from the Housing Strategy 2020-25 being:
  - 5.4.1. Preventing homelessness and meeting housing need;
  - 5.4.2. Supporting people to access a stable and secure home.

## **6. Priorities for the Allocations Policy**

- 6.1. Based on the current housing landscape, and demand in Lewisham, our priorities for the Allocations Policy are:
  - 6.1.1. Reducing the number of homeless households who are living in unsuitable and costly temporary accommodation;
  - 6.1.2. Reducing under occupation and severe overcrowding ;
  - 6.1.3. Supporting independent move-on for single vulnerable households who are currently housed in supported and semi-independent accommodation;
  - 6.1.4. Supporting those who are fleeing violence
  - 6.1.5. Supporting the regeneration of designated housing estates.
  - 6.1.6. Delivering on our corporate responsibilities, including in our role as a corporate parent and in relation to members of the armed forces who are in housing need.

## **7. Challenges**

- 7.1. The allocation of social housing is a challenging process because there is a worsening lack of supply to match demand.
- 7.2. Over recent years, the number of social housing properties available for letting has been steadily decreasing. There are now almost 10,000 households on the housing register, and on average we let around 1000 properties. We anticipate even lower lets in this financial year (20/21) due to the impact of Covid-19.
- 7.3. The lack of supply is also exacerbating the level of need in the borough. Increasing numbers of households are in need of larger family homes for instance, however the number of larger houses available is very small. In 2019/20 there were 363 families in need of a five-bedroom property and only one of this size was let. The below table illustrates this, and the lets vs need for other house sizes:

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Bedroom	Let in 19/20	Number on the register in housing need
1 bedroom	624	1694
2 bedroom	305	3814
3 bedroom	171	2980
4 bedroom	27	986
5 bedroom	1	363

7.4. Over the past years, there has been a significant rise in the number of homeless households who require temporary accommodation. As of September 2020 almost 2,500 households are in temporary accommodation arranged by the Council, an increase of almost 650 compared to March 2017. In 2019/20 temporary accommodation cost the council approximately £3m.

7.5. In light of the substantial challenges we face in allocating such a scarce resource, and that the last major review of the allocations policy and banding scheme was in 2012, there is a need to review the Allocations Policy.

## 8. Approach

8.1. Due to the challenges discussed above, the approach to the review of the Allocations Policy has been manifold and extensive. Methods include:

- 8.1.1. Reviewing other boroughs' policies, to ensure relative consistency, whilst also taking into account Lewisham's particular characteristics;
  - 8.1.2. Extensive data analysis, including the creation of a data model to simulate bid cycles to inform the implications of proposed changes.
  - 8.1.3. In-depth data analysis of the current housing register and lettings from previous years, including continually analysing any equalities impacts.
  - 8.1.4. Extensive discussion with legal counsel and officers across Housing, supported housing, and Children's Social Care.
- 8.2. Undoubtedly the changes proposed will be subject to varied opinions. Our residents who are in need of social housing are at the forefront of the review and those in the most critical need have been prioritised.
- 8.3. A 12-week consultation is proposed to ensure that residents affected are able to comment, and an extensive analysis will follow the consultation to ensure that all opinions and situations are considered when finalising the Allocations Policy.

## 9. Summary of proposed changes

- 9.1. Appended to this report are the following documents:
- 9.1.1. Appendix A: "*Allocations Scheme major policy revisions*" which summarises the substantive changes proposed to the policy and the reasoning;
  - 9.1.2. Appendix B: "*Summary of all proposed changes to Allocations Policy*" which is a table of all proposed major and minor changes.
  - 9.1.3. Appendix C: "*Summary of current and proposed banding schemes*" which contains two

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tables showing the current banding scheme and the proposed new banding scheme, along with the estimated number of applicants to fall in each band.

9.2. Below are high-level references to the proposed major changes; please refer to the above documents for further detail.

9.2.1. *Changes to the banding structure*

9.2.1.1. The below changes are proposed, including the introduction of a new Band 4. The detail surrounding the changes is provided at 9.2.2:

Current band	Change?	Proposed new band
Band 1: Emergency Priority	No	Band 1: Emergency priority
Band 2: High Priority	Yes – new priority groups, homeless with additional need and overcrowded by three bed, added to band 2	Band 2: High priority
Band 3: Priority	Yes - overcrowded by two bed moved to band 3	Band 3: Medium priority
N/A	Introduced a new band for overcrowded by one bed	Band 4: Low priority

9.2.2. *Changes to band allocation for several primary rehousing reasons, namely:*

9.2.2.1. Introducing a new homeless with additional need primary rehousing reason in band 2 will ensure the Council is able to respond to those very specific group of homeless applicants who through the support they receive from the Council have a need to remain within the Borough, and for whom other tenures such as the private rented sector are untenable.

9.2.2.2. Introducing a new overcrowded by three bed primary rehousing reason in band 2 to prioritise those households living in the most acute overcrowded conditions. We estimate that around 160 applicants within Lewisham are overcrowded by three beds or more. At present they will wait many years before being allocated accommodation, and it is appropriate to increase their priority given the high level of housing need they are in.

9.2.2.3. It is proposed that when awarding overcrowded by three bed, adult children are not considered when calculating the size of property required for applicants, unless they are dependents or are caring for another adult or adults in the household. Because the council has a disproportionately few large properties available it is necessary to ensure that this priority group targets these properties at households with dependent children.

9.2.2.4. Moving the overcrowded by two bed priority to band 3. The reasoning is due to the proposed additional prioritisation allowed for those overcrowded by three bed, who are placed in band two. The overcrowded by three bed cohort is a sizeable group with acute housing need, who are also bidding for rarer properties. It is therefore necessary to prioritise the most severe overcrowding needs and move overcrowded by two bed to band 3 to reflect this.

9.2.2.5. Allocating those households overcrowded by one bed low priority in a new band 4.

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This group will be moved to a new band 4 to reflect the moving of overcrowded by 2 bed to band 3 medium.

#### 9.2.3. *A new 'smart letting' approach to maximise the number of lets available*

9.2.3.1. Within the new Policy we propose ring-fencing up to 20% of properties to applicants who are currently living in social housing (a transfer applicant) and who have a housing need ("smart letting").

9.2.3.2. We propose ring-fencing up to 20% of available properties to someone already living in social housing (transferring tenant) who is in need, and made sure that the property they vacate is ring-fenced to someone living in the PRS / Temporary Accommodation (non-transfer applicant). This policy has been proposed as it represents an opportunity to solve more housing need with the resources we have.

9.2.3.3. Aside from building new social homes, this is a key way for us to make best use of the available social housing with the resources we have. For each property, we could solve two households' needs, whilst also maintaining equitable access to the available lets.

#### 9.2.4. *Reducing the 'three offer' rule to 'two offer' rule*

9.2.4.1. A 'Two Offer' policy is deemed reasonable, given that:

9.2.4.1.1. there is a scarcity of housing available;

9.2.4.1.2. there is a need for the Council to let properties as quickly as possible;

9.2.4.1.3. there is an administrative burden for officers when an offer is refused; and

9.2.4.1.4. the resident has bid for the property and indicated preference for that property.

#### 9.2.5. *Reforming the bidding process*

9.2.5.1. Currently, applicants are able to place one bid a week for a property. We propose increasing the number of bids an applicant can make so that they can bid for multiple properties per week. This is beneficial for applicants as they will be able to express preference for more than one property and not be constrained by the system. This proposal will only be implemented if the system is operationally deliverable – officials will review the Council's new online system to assess this.

## 10. Financial implications

10.1. As has been previously narrated and outlined in this report, the current housing issues experienced both nationally and in the borough are putting severe pressure on the council's housing allocations and budgets. There are significant costs associated with housing generally, including managing the allocations service, managing the provision of council housing and providing services to those experiencing homelessness or the threat of homelessness.

10.2. All of these are affected over time by the demand for housing. The allocations policy is the means by which that demand is allocated to existing properties. As such, changes to the plan do not have direct financial implications.

10.3. The changes to the allocations policy set out in the report are expected to assist in managing those pressures and assist in officers making the best use of the resources available to them.

## 11. Legal implications

11.1. The allocation of housing by local housing authorities is regulated by Part 6 of the

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- Housing Act 1996 (HA 1996). A local housing authority (LHA) must comply with the provisions of Part 6 when allocating housing accommodation (section 159(1), HA 1996). However, subject to this compliance, authorities may otherwise allocate housing in any manner they consider appropriate
- 11.2. Section 166A (1) of the HA 1996 provides that every LHA must have an allocation scheme for determining priorities between qualifying persons and as to the procedure to be followed
  - 11.3. Section 166A (2) through to (14) sets out which sets out the procedure to be followed when allocating housing accommodation
  - 11.4. Section 166A (13) Before adopting an allocation scheme or making an alteration to their scheme reflecting a major change of policy, a local housing authority must
    - (a). send a copy of the draft scheme, or proposed alteration, to every private registered provider of social housing and registered social landlord with which they have nomination arrangements [s159(4)] , and
    - (b). afford those persons a reasonable opportunity to comment on the proposals
  - 11.5. The Localism Act 2011 received royal assent on 15th November 2011. The 2011 Act introduces a number of significant amendments to Part 6 of the 1996 Act. Of particular relevance here are the following provisions: Section 160ZA replaces s.160A in relation to allocations by housing authorities. Social housing may only be allocated to 'qualifying persons' and housing authorities are given the power to determine what classes of persons are or are not qualified to be allocated housing (s.160ZA(6) and (7)).
  - 11.6. The statutory guidance on social housing allocations is entitled "Allocation of accommodation: Guidance for Local Authorities in England and was revised in June 2012 Authorities are obliged to have regard to this guidance when devising and implementing their schemes.
  - 11.7. The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). 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.
  - 11.8. 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.
  - 11.9. The duty continues to be a "have regard duty", and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
  - 11.10. The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled "Equality Act 2010
  - 11.11. Services, Public Functions & Associations Statutory Code of Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes

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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>

11.12. 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
- Equality objectives and the equality duty
- Equality information and the equality duty

## **12. Equalities implications**

12.1. An equality analysis has been started and can be found at Appendix D. It will be updated following the consultation period and will be finalised before mayor and cabinet considered the final proposed changes to the policy.

## **13. Climate change and environmental implications**

13.1. There are no anticipated climate change and environmental implications.

## **14. Crime and disorder implications**

14.1. There are no anticipated crime and disorder implications.

## **15. Health and wellbeing implications**

15.1. The Allocations Policy gives preference to residents with medical need (classified in terms of Exceptional medical need, High medical need and Low medical need).

15.2. Those in Exceptional medical need are expected to remain at the most urgent level (Band 1) and therefore should experience no significant impact as a result of proposed changes.

15.3. Those in High medical need are expected to remain at the second level of need (Band 2). Changes proposed to this band have been recommended in order to ensure those in the most need are able to access social housing. Numbers within this band are expected to remain relatively stable or even decrease, therefore any impact on people with High medical need is anticipated to be positive.

15.4. Those in Low medical need are expected to remain at the third level of need (Band 3). Currently this cohort are grouped with households overcrowded by one bedroom. Changes proposed include overcrowded by one bedroom being moved to a new Band 4 with lower priority, thereby decreasing the size of Band 3 significantly. Therefore any impact on people in Low medical need is anticipated to be positive as the likelihood of them being awarded social housing will increase.

15.5. Implications for residents with disabilities will be fully explored within the Equalities Analysis Assessment.

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## 16. Appendices

- 16.1. Appendix A: “*Allocations Scheme major policy revisions*” which summarises the substantive changes proposed to the policy and the reasoning;
- 16.2. Appendix B: “*Summary of all proposed changes to Allocations Policy*” which is a table of all proposed major and minor changes.
- 16.3. Appendix C: “*Summary of current and proposed banding schemes*” which contains two tables showing the current banding scheme and the proposed new banding scheme, along with the estimated number of applicants to fall in each band.
- 16.4. Appendix D: “*Equalities Impact Assessment*” which details the full equalities impact assessment for the proposed policy changes
- 16.5. Appendix E: “*Public consultation questions*” which outlines the proposed public consultation questions
- 16.6. Appendix F: Supporting policies: Location Priority Policy and PRSO Discharge Policy

## 17. Background papers

- 17.1. Current 2017 Allocations policy – approved by Mayor and Cabinet in 2017

## 18. Glossary

Term	Definition
Allocations	Term used by social landlords to describe the process of identifying properties and letting them to people, who then become their tenants.
Annual lettings plan	A plan drawn up by a social landlord covering the various groups that the landlord intends to let properties to over the year. It also sets targets and monitors procedures.
Choice-based lettings	Based on the Dutch style of advertising and letting homes, aiming to give a more customer-focused approach to the letting of social housing.
Supported Housing	Accommodation for people with specific care needs. Residents are ‘supported’ in their accommodation by paid staff. Tenures can cover people in various groups, such as older people, people with learning disabilities, or those with needs around addiction and homelessness services.

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Term	Definition
Under-occupation	When the tenants in a property are not fully occupying it.

## 19. Report author and contact

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## Appendix A - Allocations Scheme major policy revisions

### Purpose of this document

1. To summarise the major changes proposed to Lewisham Council's Allocation Policy ("the Policy"), and decisions for Mayor and Cabinet to make in advance of consultation.

### Background

2. As per the Housing Act 1996, every local authority in England must have a Policy to determine prioritisation and procedure for allocating housing accommodation.
3. The Policy is a way of distributing a small number of homes as fairly as possible, while using the resources available to us as efficiently as possible, retaining flexibility to respond to fluctuations in demand from different client groups, preventing homelessness and offering choice to applicants where we can.
4. We are in the process of reviewing the Policy. The Council is legally required to consult on policy changes and so, before ratifying the proposed changes, a consultation process will need to be completed.

### Proposed changes to the Policy

5. Over time it has become clear that we need to amend our allocations policy to ensure that it reflects our current priorities, and to ensure that applicants with most acute need are prioritised. This review of the allocation policy will ensure that the priority banding scheme more accurately reflects the councils rehousing priorities, particularly given the continuing high demand for social housing and continuing high numbers of applicants placed in temporary accommodation.
6. Note that the changes here are deemed major, substantive policy changes, altering the nature of the policy – it is not an exhaustive list. The full list of proposed changes both major and minor can be found at **Appendix B**.
7. **Table 3, paragraph 32**, sets out a summary of the major changes proposed, as detailed in the following paragraphs 9-31.

### A revised banding structure

8. **Officers propose changes to the banding structure, subject to consultation.** The aim of these changes is to create a more system that better responds to housing need within the borough.

### Renaming bands

9. A summary of proposed new bands and their group is displayed below.

**Table 1: Band changes**

Current band	Change made	Proposed new band
Band 1: Emergency Priority	None	Band 1: Emergency priority
Band 2: High Priority	Yes – new groups with new primary rehousing reasons added to this band; previous group moved to band 3 (see Table 2)	Band 2: High priority
Band 3: Priority	Yes – see Table 2	Band 3: Medium priority
No band	Introduced new band	Band 4: Low priority

10. The updated bands are necessary due to increased demand for social housing from certain groups since April 2017. Since 2017, there has been a significant increase in demand from

homeless households, and due to the lack of supply of new social housing and the overall decrease in social lettings, the need of those already on our housing register has become more acute.

### Changes to band allocation

11. Section 166A of the Housing Act 1996 requires the Council to give “due preference” to certain groups. Beyond these preferences the Council is able to decide which cohorts it prioritises. Given the high demand for social housing in the borough and the relative scarcity of available properties, this means that the Council has been required to prioritise certain cohorts so that it is able to address what it determines to be the greatest needs and to achieve its strategic aims, as set out in the Housing Strategy 2020-2026.
12. **Officers propose the new bands and group allocations, outlined in Table 2.** The rationale for these reallocations is explained in paragraphs 13-19. A similar table in Appendix C gives estimated numbers of applicants that fit within each band.

**Table 2: Potential group reallocation**

Proposed new band	Original band	Current band for rehousing reason
Band 1: Emergency	Decants	Band 1: emergency
	Emergency Priority	
	Exceptional Medical circumstance	
	Leaving Care	
	Management Discretion	
	Occupier no longer requires specialist unit	
	Discretionary succession	
	Retiring Lewisham Council residential employees	
	Starred decant priority	
	Succession to large property	
	Former armed forces personnel with housing need	
	Tenant-free Special Unit	
	Under-occupied property	
Band 2: High	Priority homeless with additional need	New primary rehousing reason
	Supported housing move on	Band 2: high
	Medical high	Band 2: high
	Overcrowded by three beds	New primary rehousing reason
Band 3: Medium	Medical	Band 3: priority
	Management Discretion 2	Band 2: high
	Overcrowded by two bed	Band 2: high
	Request to return following a decant	Band 2: high
	Priority Homeless with no additional need	Band 3: priority
	Prohibition order	Band 3: priority
	Welfare - give or receive support	Band 3: priority
Welfare - housing for older people	Band 3: priority	
Band 4: Low	Overcrowded by one bed	Band 3: priority

### Band Two: High Priority

13. We propose introducing a new homeless with additional need priority will ensure the Council is able to respond to those very specific group of homeless applicants who through the support they receive from the Council have a need to remain within the Borough, and for whom other tenures such as the private rented sector are untenable.
14. **We will consult on how to determine homeless with additional need.** We propose using the principle of our location priority policy and private rented sector offer (PRSO) policy. Those who are awarded ‘in borough priority’ under our Location Priority Policy, or who are determined to be unable to sustain a PRS tenancy under the PRSO policy, we propose as being awarded

the homeless with additional need band. If necessary, these policies will be reviewed as part of this consultation. These policies can be found at **Appendix F**.

15. Maintaining supported housing move on within band 2 will reduce pressure on local services and help move vulnerable residents on support housing pathways in to suitable accommodation.
16. There is demand in the borough for large properties. We believe that the housing need of those overcrowded by three bed is substantial and therefore warrants a new primary rehousing reason to help these households secure a suitable property more quickly.
  - i. A new overcrowded by three bed primary rehousing reason will prioritise those households living in the most acute overcrowded conditions. We estimate that around 160 applicants within Lewisham are overcrowded by three beds or more. At present they will wait many years before being allocated accommodation, and it is appropriate to increase their priority given the high level of housing need they are in.
  - ii. We propose introducing that, when awarding this rehousing reason, adult children are not considered when calculating the size of property required for applicants, unless they are dependents or are caring for another adult or adults in the household. Because the council has a disproportionately few large properties available it is necessary to ensure that this priority group targets these properties at households with dependent children.
17. We believe that the housing need of medical high applicants is sufficient enough to warrant the continued allocation of high priority to this group.

#### Band Three: Medium priority

18. This band is a combination of previous bands two and three. The most significant change in this group is the inclusion of the overcrowded by two bed cohort. This group has been modified, due to the proposed additional prioritisation allowed for those overcrowded by three bed, who are placed in priority two.

#### Band Four: Low priority

19. We have introduced a new Band Four to reflect the moving of overcrowded by two bed to “Band 3 Medium”.

#### Smart letting properties

##### **Current policy**

20. The Council already makes provision to reserve up to five per cent of its properties for pan-London mobility arrangements.
21. Section 3.4.6 of the 2017 Policy also makes provision for the Council to ‘set a target for the number of properties for the number of homes to be let to ... priority groups’ and remove a number of properties from being advertised to applicants.

##### **Proposed change**

22. Within the new Policy **we propose ring-fencing up to 20% of properties** to applicants who are currently living in social housing (a transfer applicant) who have a housing need (“**smart letting**”) and **ensure that the property they vacate is ringfenced to someone living in the private rented sector or temporary accommodation** (a non-transfer applicant). This policy has been proposed as it represents an opportunity to solve more housing need with the resources we have. Aside from building new social homes, this is a key way for us to make

best use of the available social housing with the resources we have. For each property, we could solve two households' needs, whilst also maintaining equitable access to the available lets.

23. For example, an applicant in social housing would be helped in to a property more suited to their needs which has been ring-fenced by the Council. The property that this household vacates would also be ringfenced for an applicant on the housing register who does not currently live in social housing, and who also has a housing need. The Housing Needs Manager would use their discretion to decide which properties would be used to form part of this scheme.
24. This smart letting system would enable "churn" in the system so that the Council could resolve housing needs for multiple households by increasing lets. The use of ring-fencing would be subject to an equalities impact assessment. See Appendix D for a preliminary assessment.

#### Reducing the 'Three Offer' rule to a 'Two Offer' rule

##### **Current policy**

25. Applicants are allowed to refuse a set number of suitable offers of a property that they have bid for and are offered. This set number varies according to the primary rehousing reason allocated to the applicant and is in detailed within section 2.2.3 and 2.2.4 of the current policy. The set number is either once (the 'One Offer' rule) or three times (the 'Three Offer' rule). If the number of suitable properties an applicant refuses exceeds the rule they are prescribed to they are disqualified from the housing register for 12 months.
26. Operationally, there is a scarcity of social housing available and so a need to let properties as quickly as possible. The 'Three Offer' rule also increases the administrative burden.

##### **Proposed change**

27. **We propose reducing the 'Three Offer' rule to a 'Two Offer' rule.** This would not apply to applicants living in underoccupied properties as it is counter-productive to disqualify this cohort, given the high demand and low supply of larger properties. We are not proposing to amend which primary rehousing reasons the 'Two Offer' and 'One Offer' rules apply to – those currently eligible for three offers will move to two offers, whilst those eligible for 'One Offer' will remain the same.
28. We believe that a 'Two Offer' policy is reasonable, given that:
  - i. there is a scarcity of housing available;
  - ii. that there is a need for the Council to let properties as quickly as possible;
  - iii. that there is an administrative burden for officials for those who refuse offers; and
  - iv. that the resident has bid for the property and indicated preference for that property.

#### Changes to how applicants bid

##### **Current policy**

29. The current system permits applicants to bid for one property per week. Applicants are then offered an viewing of a property by the landlord. This change was introduced because of system constraints; we are currently implementing a new integrated housing system which will make the administrative process of letting more efficient.

##### **Proposed change**

30. We propose increasing the number of bids an applicant can make so that they can bid for multiple properties per week. This is beneficial for applicants as they will be able to express preference for more than one property and not be constrained by the system. This proposal will only be implemented if the system is operationally deliverable – officials will review the Council’s online system to assess this.

31. Applicants would be able to bid throughout the week for these properties and, if successful, would then be offered one viewing. **Officers propose consulting on changes to how applicants bid.**

### Summary of major changes

**Table 3: summary of major changes proposed for consultation**

32.

Change being consulted on	Rationale for change	References in appendices
Change band structuring	- The updated bands are necessary due to increased demand for social housing from certain groups since April 2017. Since 2017, there has been a significant increase in demand from homeless households, and due to the lack of supply of new social housing and the overall decrease in social lettings, the need of those already on our housing register has become more acute.	Appendix A, Paragraphs 9-10 Appendix B, #1 Appendix D, Table 2, #1
Changes to band allocation for several rehousing reasons	- Since the previous Allocations Policy was published, there has been increased demand for social housing from certain groups. Changes to band allocation reflect these factors.	Appendix A, Paragraphs 11-19 Appendix B, #1 Appendix D, Table 2, #1
Determining homeless with additional need	- There is a need to provide housing for a very specific group of homeless applicants who through the support they receive from the Council have a need to remain within the Borough.	Appendix A, Paragraph 13-14 Appendix B, #1 Appendix D, Table 2, #1
Calculating the size of property required for families with adult children	- A new overcrowded by three bed primary rehousing reason will prioritise those households living in the most acute overcrowded conditions. We estimate that around 160 applicants within Lewisham are overcrowded by three beds or more. At present they will wait many years before being allocated accommodation, and it is appropriate to increase their priority given the high level of housing need they are in. Because the council has a disproportionately few large properties available it is necessary to ensure that this priority group targets these properties at households with dependent children.	Appendix A, Paragraph 16 Appendix B, #4 Appendix D, Table 2, #5
Smart letting	- This policy would enable “churn” in the system so that the Council could resolve housing needs for multiple households and resolve more housing needs with the resource we have.	Appendix A, Paragraphs 20-24 Appendix B, #2 Appendix D, Table 2, #2
Number of offers an applicant can reject	- We believe that a ‘Two Offer’ policy is reasonable, given that: i. there is a scarcity of housing available;	Appendix A, Paragraphs 25-28 Appendix B, #3

	<ul style="list-style-type: none"> <li>ii. that there is a need for the Council to let properties as quickly as possible;</li> <li>iii. that there is an administrative burden for officials for those who refuse offers; and</li> <li>iv. that the resident has bid for the property and indicated preference for that property.</li> </ul>	Appendix D, Table 2, #3
Reforming the bidding process	- Allowing applicants to bid on multiple properties that they are eligible to bid for, ranking these in order of preference but viewing only one. This will maximise applicants chance of being successful when bidding.	Appendix A, Paragraphs 29-31 Appendix B, #5 Appendix D, Table 2, #4

### Equalities impact assessment

33. Officers have carried out an Equalities impact assessment on the proposed changes. Full detail of this is available at **Appendix D**.

### Note on annual lettings plan (ALP)

34. In order to maintain the capacity to respond to unforeseen changes in housing need, the new Allocations Scheme will maintain a provision to publish an ALP.

### Next steps

35. Mayor and Cabinet will review the policy changes proposed in this document at a meeting on 11<sup>th</sup> November. Prior to that, the proposals will be subject to legal scrutiny and presented to appropriate internal stakeholders.
36. Pending approval, we will launch a public consultation, estimated to last up to 12 weeks. Once the consultation process is completed we will review the policy again in light of the consultation responses, seek approval from Mayor and Cabinet for a new policy and following approval we will publish and implement the new Allocations Policy.

## Appendix B: Summary of change to Allocations Policy

**Purpose of this document:** To provide a summary of proposed changes to the Allocation Scheme and the April 2017 document.

#	Section	Previous version (where applicable) & proposed change	Rationale	Major / minor?
1	Allocation Scheme, 2.5.1-2.5.3	<ul style="list-style-type: none"> <li>- Our proposed new banding is:               <ol style="list-style-type: none"> <li>1. Band 1: Emergency</li> <li>2. Band 2: High</li> <li>3. Band 3: Medium</li> <li>4. Band 4: Low</li> </ol> </li> <li>- The following band changes have been proposed:               <ol style="list-style-type: none"> <li>1. Homeless with additional need will be moved to “High”;</li> <li>2. Current rehousing reason within “High” band will be placed in “Medium” band (unless otherwise stated);</li> <li>3. Medical High moved in to “High” (instead of “Medium”);</li> <li>4. We propose introducing an “overcrowded by 3 bed” rehousing reason in “High”;</li> <li>5. All previous “Band 3 Priority” will remain in “Band 3 Medium Priority” except for:                   <ul style="list-style-type: none"> <li>▪ Overcrowded by 1 bed, which will be placed within “Low” priority.</li> </ul> </li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>- The reasons for this new banding structure are:               <ol style="list-style-type: none"> <li>1. To create a banding system that responds to housing need within the borough given the high demand for social housing and the scarcity of social housing available.</li> <li>2. Introducing a new homeless with additional need priority will ensure the Council is able to respond to those very specific group of homeless applicants who through the support they receive from the Council have a need to remain within the Borough, and for whom other tenures such as the private rented sector are untenable.</li> <li>3. Overcrowded by 3 bed – This proposal recognises that overcrowding is now more severe than ever within the Borough. We estimate that around 160 applicants within Lewisham are overcrowded by three beds or more. At present they will wait many years before being allocated accommodation, and it is appropriate to increase their priority given the high level of housing need they are in. The likelihood of this group receiving those properties is low given the scarcity of large properties available on the social housing register. We propose that when awarding this primary rehousing reason, adult children are not considered when calculating the size of property required for applicants, unless they are dependents or are caring for another adult or adults in the household. Households who are overcrowded by 3 bed for the reason of having non-dependent adult children in the household will be awarded overcrowded by 2 bed.</li> </ol> </li> </ul>	Major

			<p>4. Overcrowded by 1 bed – this group will be moved to a new band 4 to reflect the moving of overcrowded by 2 bed to band 3 medium.</p> <p>5. Medical high - we believe that the housing need of these applicants is sufficient enough to warrant the continued allocation of high priority to this group.</p>	
2	Allocation Scheme	<ul style="list-style-type: none"> <li>- We propose the introduction of a “smart letting” scheme. We propose ring-fencing up to 20% of available properties to someone already living in social housing (a transfer applicant) who is in need, and made sure that the property they vacate is ring-fenced to someone living in the PRS / Temporary Accommodation (non-transfer applicant).</li> <li>- This policy has been proposed as it represents an opportunity to solve more housing need with the resources we have. Aside from building new social homes, this is a key way for us to make best use of the available social housing with the resources we have. For each property, we could solve two households’ needs, whilst also maintaining equitable access to the available lets.</li> <li>- This will be subject to a review after 12 months</li> </ul>	<ul style="list-style-type: none"> <li>- This smart letting system would enable the Council to resolve housing needs for multiple households. This policy has been proposed as it represents an opportunity to solve more housing need with the resources we have. For each property, we could solve two households’ needs, whilst also maintaining equitable access to the available lets.</li> </ul>	Major
3	Allocation Scheme, 2.2.	<ul style="list-style-type: none"> <li>- We propose changing the Three Offer rule to a two offer rule</li> </ul>	<p>We believe that a ‘Two Offer’ policy is reasonable, given that:</p> <ol style="list-style-type: none"> <li>1. that there is a need for the Council to let properties as quickly as possible;</li> <li>2. that there is an administrative burden for officials for those who refuse offers; and</li> <li>3. that the resident has bid for the property and indicated preference for that property.</li> </ol>	Major
4	Allocation Scheme, 3.1.8	<ul style="list-style-type: none"> <li>- We propose increasing the number of bids an applicant can make so that they can bid for multiple properties per week. This proposal will only be implemented if the system is operationally deliverable – officials will review the Council’s online system to assess this.</li> </ul>	<ul style="list-style-type: none"> <li>- This is beneficial for applicants as they will be able to express preference for more than one property and not be constrained by the system.</li> </ul>	Major

5	How the Policy is applied, 3.3.1	<ul style="list-style-type: none"> <li>- We propose excluding adult children over 21 from calculating how many bedrooms are required for the consideration of the new overcrowded by 3 bed primary rehousing reason, unless they are a dependent or are caring for another adult or adults in the household.</li> </ul>	<ul style="list-style-type: none"> <li>- Because the council has a disproportionately few large properties available it is necessary to ensure that this priority group targets these properties at households with dependent children.</li> </ul>	Major
6	How the Policy is applied, 3.4.4	<ul style="list-style-type: none"> <li>- We propose adding delegated powers for officers to implement minor changes to the policy, so that they do not have to go to Mayor and Cabinet for approval of future minor changes.</li> </ul>	<ul style="list-style-type: none"> <li>- This would mean officials can be more flexible and responsive to changes.</li> </ul>	Minor
7	Front page & contents	<ul style="list-style-type: none"> <li>- Title updated to "Housing Allocation Policy"</li> <li>- Updates required to contact details</li> <li>- Contents – section numbers and titles require updating.</li> </ul>	<ul style="list-style-type: none"> <li>- Allocation Policy is more accurate about what the document is</li> <li>- Contents and contact details need to be accurate</li> <li>- Terminology throughout document must be consistent.</li> </ul>	Minor
8	Whole document	<ul style="list-style-type: none"> <li>- Use numbered paragraphs.</li> </ul>	<ul style="list-style-type: none"> <li>- Clarity, ease of navigation.</li> </ul>	Minor
9	Whole document	<ul style="list-style-type: none"> <li>- Update terminology.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure consistency and accuracy.</li> </ul>	Minor
10	Whole document	<ul style="list-style-type: none"> <li>- Phone numbers, emails and links to check and update.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure consistency and accuracy.</li> </ul>	Minor
11	Introduction, 1.1	<ul style="list-style-type: none"> <li>- Introduction will be rewritten.</li> </ul>	<ul style="list-style-type: none"> <li>- Agreed wording needs to be clearer, updated and the purpose of the policy needs to be simpler for residents to understand.</li> </ul>	Minor
12	Introduction, 1.1	<ul style="list-style-type: none"> <li>- Paragraph 1 - Numbers on housing list (9,500) and number of properties allocated (1,000) needs updating</li> <li>- Paragraph 7 – tenancy strategy wording needs to be amended or deleted</li> <li>- Paragraph 8 – Need to check and update the documents that the policy complies with.</li> </ul>	<ul style="list-style-type: none"> <li>- Accuracy</li> <li>- Tenancy strategy last published in 2011</li> </ul>	Minor
13	Introduction, 1.2	<ul style="list-style-type: none"> <li>- List of housing options requires checking and updating.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure consistency and accuracy.</li> </ul>	Minor
14	Introduction, 1.2	<ul style="list-style-type: none"> <li>- Para 10 ("Our officers or your landlord will...") – rewording required.</li> </ul>	<ul style="list-style-type: none"> <li>- Wording is unclear and needs to be simpler to understand.</li> </ul>	Minor

15	Introduction, 1.2	- Para 13 – “you should liaise with the Housing Medical Officer and the Community Occupational Therapy Team” – requires additional information.	- Wording is unclear and needs to communicate to residents how they would access these officers (phone number, email).	Minor
16	Introduction, 1.2	- Para 14 – “There are a number of initiatives the Council supports...” – requires checking and updating	- Needs to accurately reflect current service provision.	Minor
17	Introduction, 1.2	- Para 15 – requires updating in line with Council policy.	- Ensure consistency and accuracy.	Minor
18	Introduction, 1.3	- Properties excluded requires checking and updating - Final paragraph – housing needs group – requires checking.	- Ensure consistency and accuracy.	Minor
19	Introduction, 1.4	- References require updating.	- Ensure consistency and accuracy.	Minor
20	Introduction, 1.4	- Equalities Analysis Assessment requires carrying out alongside policy development.	- Legal requirement and good practice.	Minor
21	Allocation Scheme policy, 2.1.1	- Section requires review and update.	- Ensure consistency and accuracy.	Minor
22	Allocation Scheme, 2.2.2	- Requires updating in line with equalities impact assessment.	- Ensure consistency and accuracy	Minor
23	Allocation Scheme, 2.2.2	- Paragraph 2 – “Housing Panel and Supported Housing priority cases are allowed to bid for themselves” requires updating.	- Ensure consistency and accuracy.	Minor
24	Allocation Scheme, 2.4	- Section - What happens to other people currently living with me? - Fresh Start requires updating.	- Ensure consistency and accuracy.	Minor
25	Allocation Scheme, 2.5.2	- Para 3 – requires updating.	- Ensure consistency and accuracy.	Minor

26	Allocation Scheme, 2.5.2	- Para 5 – requires updating.	- Ensure consistency and accuracy.	Minor
27	Allocation Scheme, 2.5.3	- Para 1 – requires updating.	- Ensure consistency and accuracy, and following discussions with Legal Counsel.	Minor
28	Allocation scheme 2.5.3	- A number of rehousing reasons within this band not included within the previous policy document; these need to be included.	- Ensure consistency and accuracy.	Minor
29	Allocation Scheme, 2.5.1-2.5.3	- Homeless prevention rehousing reason to be removed from bands - Welfare – affordability rehousing reason to be removed from bands - Update band name 'Occupier is unable to succeed tenancy' to 'Discretionary succession' - Update band name 'Medical Low' to 'Medical'	- There are very few people who have these rehousing reason. These applicants will not be removed from the register but will be absorbed into other reasons. - The homeless prevention rehousing reason is now out of date following introduction of Homelessness Reduction Act. - Band name changes proposed for clarity and ease of understanding	Minor
30	Allocation scheme, 2.6	- Requires updating as per changes to banding.	- Ensure consistency and accuracy.	Minor
31	How the Policy is applied, 3.1.1	- Online housing application link requires updating; references to Homesearch require updating if appropriate.	- Ensure consistency and accuracy.	Minor
32	How the Policy is applied, 3.1.5	- Need to add a clause regarding a new requirement that residents must review their application and re-register on the housing register on an annual basis.	- Administrative efficiency.	Minor
33	How the Policy is applied, 3.1.7	- We need to add a quorate number for the Emergency Housing panel - Additional sentence required stating that panel has discretion to offer bed size or any larger bed size.	- Ensures transparency.	Minor
34	How the Policy is applied, 3.3.1	- Para 4 – “4 bedroom properties are offered to households consisting of a couple or lone parent, with four or five children, or 4 adults where no two are living as a couple as set out above” – requires updating	- Requires amendment to be in line with housing benefit rules and following discussions with Legal Counsel.	Minor
35	How the Policy is applied, 3.3.3	- Add clarification : 1. If you are moved to a new, higher band, your list date will move to the date you were moved to the new band	- Clarification	Minor

		2. If you are moved to a lower band you will keep your original list date.		
36	How the Policy is applied, 3.4.3, 3.4.4 (lettings plans)	- We propose merging the local lettings and annual lettings plan paragraphs, maintaining a provision to publish these plans at our discretion.	- Ensure consistency and accuracy and a simpler document for residents to understand.	Minor
37	Reviewing this Policy section of policy	- Remove reference to Annual Lettings Plan. Amend wording relating to delegation.	- Amendment to wording proposed: "Amendments to this policy not reflecting a major change of policy, may be made by the Executive Director for Customer Services in consultation with the Head of Law [Director of Law Governance and HR] and such changes will be reported to Members annually."	Minor
38	How the Policy is applied, 3.1.3	- Policy needs to be GDPR compliant and wording in place to reflect this.	- Consistency, legality.	Minor

## Appendix C

### Current banding and numbers of applicants in each band

	Total
<b>Band 1 - Emergency</b>	
Decant	40
Leaving Care	45
Freeing up a unit (including under occupiers)	441
All other Band 1	39
<b>Band 2 - High</b>	
Overcrowded by 2 bed	559
Supported Housing Move On	52
Medical High	476
All other Band 2	33
<b>Band 3 - Priority</b>	
Overcrowded By 1 Bed	4612
Homeless	2212
Medical Low	892
All other Band 3	458
<b>Total</b>	<b>9859</b>

### Proposed banding and numbers of applicants in each band

	Total
<b>Band 1 - Emergency</b>	
Decant	40
Leaving Care	45
Freeing up a unit	441
All other Band 1	39
<b>Band 2 - High</b>	
Overcrowded by 3 bed	160
Homeless with additional need	Approx. 350*
Supported Housing Move On	52
Medical High	476
All other Band 2	16
<b>Band 3 - Medium</b>	
Overcrowded By 2 Bed	399
Homeless	1862
Medical	892
All other Band 3	475
<b>Band 4 - Low</b>	
Overcrowded by 1 Bed	4612
<b>Total</b>	<b>9859</b>

\*This figure is the estimated number of applicants that would be in this category when using the proposed approach as outlined in section 9.2.2.1 of the Mayor and Cabinet report, and section 14 and 15 of Appendix A.

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**Appendix D – Equality Impact Assessment**

**Table 1**

<b>Author</b>	<b>Jack Skelly</b>	<b>Directorate</b>	<b>Housing</b>														
<b>Date</b>	<b>29/10/20</b>	<b>Service</b>	<b>Housing</b>														
<p><b>1. The project or decision that this assessment is being undertaken for</b></p> <p><b>Allocations policy review 2020</b></p> <p>As per the Housing Act 1996, every local authority in England must have an Allocations Policy to determine prioritisation and procedure for allocating housing accommodation.</p> <p>The Policy is a way of distributing a small number of homes as fairly as possible, while using the resources available to us as efficiently as possible, retaining flexibility to respond to fluctuations in demand from different client groups, preventing homelessness and offering choice to applicants where we can.</p> <p>We are in the process of reviewing the Policy. The Council is legally required to consult on policy changes and so, before ratifying the proposed changes, a consultation process will need to be completed.</p> <p>This policy underpins the service’s work under Housing and Homelessness strategies.</p>																	
<p><b>2. The protected characteristics or other equalities factors potentially impacted by this decision</b></p> <table border="1"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Race</td> <td><input checked="" type="checkbox"/> Maternity and pregnancy</td> <td><input checked="" type="checkbox"/> Marriage and civil partnership</td> <td rowspan="3"><input type="checkbox"/> Other, please define:</td> </tr> <tr> <td><input checked="" type="checkbox"/> Gender</td> <td><input checked="" type="checkbox"/> Gender reassignment</td> <td><input checked="" type="checkbox"/> Disability</td> <td></td> </tr> <tr> <td><input checked="" type="checkbox"/> Religion or belief</td> <td><input checked="" type="checkbox"/> Carer status</td> <td><input checked="" type="checkbox"/> Sexual orientation</td> <td></td> </tr> </table>					<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Maternity and pregnancy	<input checked="" type="checkbox"/> Marriage and civil partnership	<input type="checkbox"/> Other, please define:	<input checked="" type="checkbox"/> Gender	<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Disability		<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Carer status	<input checked="" type="checkbox"/> Sexual orientation	
<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Maternity and pregnancy	<input checked="" type="checkbox"/> Marriage and civil partnership	<input type="checkbox"/> Other, please define:													
<input checked="" type="checkbox"/> Gender	<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Disability															
<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Carer status	<input checked="" type="checkbox"/> Sexual orientation															
<p>The Allocations Policy denotes the way social housing is allocated to residents on the social housing register. There are currently over 9,000 households on the register and so there is a potential impact on all of the protected characteristics and other equalities factors outlined above.</p> <p>The current policy organises those on the social housing register into rehousing reason groups. These groups are then allocated one of three Band Priorities. The Band Priority determines how long an applicant to the register is likely to wait before successfully bidding for a property.</p> <p>Officials propose amendments to the band priorities, introducing new rehousing reason groups and moving some groups from one band to another, and introducing a new band. This is likely to impact the length of time some applicants will be on the housing register before successfully bidding for a property.</p> <p>In particular, we believe the proposed amendments protected characteristics and other equalities factors, we believe there could be a particular impact on:</p> <ul style="list-style-type: none"> <li>- Age;</li> <li>- Religion;</li> <li>- Ethnicity;</li> <li>- Disability;</li> <li>- Gender; and</li> <li>- Household type.</li> </ul> <p>Full details of the anticipated impacts and mitigations are found in the “impact summary” table below.</p>																	
<p><b>3. The evidence to support the analysis</b></p> <p>The key data needed for this assessment is the service-user profile – i.e. those applying for social housing. Much of this information is provided as part of a housing application and can be sourced from the in-house system. That said, the council has limited data on the protected characteristics of applicants – applicants are not required to enter data on protected characteristics. Therefore we are unable to provide a detailed assessment of the impact of re-allocating groups, or forecast the impact with a significant degree of confidence. It should be noted that the</p>																	

housing service is currently implementing a new integrated housing system. In time, and with a re-registration process proposed as part of the policy review, our data quality should improve over time.

Analysis has been undertaken into the profile of applicants from the below sources:

- Those who are on the Housing Register as at September 2020;
- Homelessness applications from April 2018 – August 2020 to establish the impacts of suggested banding changes to homeless applicants on the housing register; and
- Segments of data on clients already housed within our own stock to establish impacts of policy changes on this cohort.

Where key data is not available this will be clearly stated alongside the action that will be taken to minimise any potential negative impact.

- **The analysis**

#### Age

Housing register Age band	Count
18-25	5%
26-35	22%
36-40	16%
41-50	27%
51-60	18%
61+	12%
<b>Grand Total</b>	<b>100.00%</b>

Homelessness applications Age Range	Count
Less than 18	0.8%
18-25	21.4%
26-35	27.9%
36-40	12.5%
41-50	19.4%
51-60	12.4%
More than 60	5.5%
<b>Grand Total</b>	<b>100.00%</b>

- The most represented age bracket in the social housing register is 41-50
- The most represented age bracket in homelessness applications is 26-35
- The number of homelessness applications from young people aged 18-25 is significantly higher than the prevalence of this group on the housing register

#### Ethnicity

Housing register Ethnicity	Count
(blank)	70.3%
English/Welsh/Scottish/Northern Irish/British	8.0%
African	6.0%
Caribbean	5.6%
Not disclosed	2.2%
Any other White background	2.0%
Any other Black/ African/ Caribbean background	1.2%
Any other ethnic group	1.2%
White and Black Caribbean	0.8%
Any other Asian background	0.8%
Any other mixed/ multiple ethnic background	0.5%
Chinese	0.4%
Irish	0.3%
White and Black African	0.2%
Indian	0.2%
Bangladeshi	0.2%
Pakistani	0.2%
White and Asian	0.1%

Arab	0.0%
<b>Grand Total</b>	<b>100.00%</b>

<b>Homelessness applications Ethnicity</b>	<b>Count</b>
13 BLACK AFRICAN	23.50%
12 BLACK CARIBBEAN	23.34%
01 WHITE BRITISH	20.82%
16 OTHER ETHNICITY	6.62%
17 REFUSED	6.04%
03 WHITE OTHER	6.01%
04 WHITE & CARIBBEAN	4.31%
14 BLACK OTHER	2.48%
06 WHITE & ASIAN	2.27%
20 OTHER MIXED	1.15%
08 INDIAN	0.74%
19 ARAB	0.70%
05 WHITE & AFRICAN	0.64%
15 CHINESE	0.53%
09 PAKISTANI	0.40%
10 BANGLADESHI	0.30%
02 WHITE IRISH	0.08%
18 GYPSY/IRISH TRAVE	0.05%
11 OTHER ASIAN	0.02%
<b>Grand Total</b>	<b>100.00%</b>

- The data regarding the ethnicity of applicants on the general housing register is limited, with more than 70% of those not disclosing their ethnicity. Most applications to the general housing register are made online so a large number of applicants are choosing not to disclose this data
- We do, however, hold high quality data about the ethnicity of residents who make an application of homelessness, as this is collected by officers from the applicants. This is shown in the second table above
- This shows that over half of homeless households from the past year have been from BME households

<b>Ethnicity (Lewisham Homes tenants)</b>	<b>Proportionally over-represented in overcrowded cohort</b>
13 BLACK AFRICAN	17.40%
16 OTHER ETHNICITY	2.00%
17 REFUSED	2.00%
07 WHITE & OTHER	0.50%
20 OTHER MIXED	0.50%
05 WHITE & AFRICAN	0.40%
10 BANGLADESHI	0.20%
04 WHITE & CARIBBEAN	0.10%
06 WHITE & ASIAN	0.10%
09 PAKISTANI	0.00%
08 INDIAN	-0.10%
19 ARAB	-0.10%
02 WHITE IRISH	-0.20%
03 WHITE OTHER	-0.20%
14 BLACK OTHER	-0.50%

15 CHINESE	-0.50%
11 OTHER ASIAN	-0.60%
12 BLACK CARIBBEAN	-8.50%
01 WHITE BRITISH	-12.70%

- The above table is an assessment of overcrowded households within our own stock (Lewisham Homes) compared to the total number of households in that cohort. The percentages demonstrate whether particular ethnicities are over or underrepresented in the overcrowded cohort.
- The numbers show that people of Black African origin are disproportionately represented in the overcrowded cohort.

### Maternity

A small number of applicants on the housing register (less than 2%) are listed as pregnant.

### Language spoken

We do not have data on language spoken in the data extract; however Lewisham's Joint Strategic Needs Assessment 2019 suggests that there are over 170 languages spoken in Lewisham. Communications on policy changes will need to be sensitive to people's language needs, as will our working processes and customer service delivery.

### Gender

- Almost a quarter of applicants on the housing register are female. This is most likely because there are more single women with dependent children accepted onto the register (as dependent children is indicative of a priority need).
- 57.8% of homeless applicants in the extract analysed were female.

### Gender identity

- 1.48% of applicants on the housing register have identified as transgender
- There is no data for gender identity within homeless applicants.

### Disability

- Over 16% of applicants on the housing register have declared a disability.
- As at August 2020, there were 149 households on the housing register awaiting accessible social housing. 109 of these households were already in social housing not currently suitable for their needs. At least 15 were in temporary accommodation.
- Less than 1% of homelessness applicants in the extract declared a disability; however this relates to lead applicant only.

### Household type

Minimum bedroom need	Count
0	0.24%
1	17.00%
2	38.73%
3	33.83%
4	7.75%
5	1.88%
6	0.40%
7	0.12%
8	0.04%
9	0.01%
<b>Grand Total</b>	<b>100.00%</b>

- Household type is not collected in housing register data; however the minimum number of bedrooms required gives us an idea of the sizes of the households. Almost three quarters of households waiting for social housing need a minimum of 2 or 3 bedrooms.
- As expected, larger households are more likely to be affected by overcrowding. 635 households within our own stock (Lewisham Homes) are overcrowded by more than one bedroom. Almost three quarters of these households have 5 or more occupants, suggestive of families with more children or multi-generational households.
- 812 households within our own stock are overcrowded by 0.5-1 bedroom. Almost half of this cohort are a household of 6 occupants.
- According to the 2014-based CLG household projections, the number of households with children is expected to increase by around 6,300 over the period 2018–2033.

### Religion

Religion	Count
Not disclosed	58.33%
Christian (all denominations)	23.93%
None	9.82%
Muslim	5.43%
Any other religion/belief	0.82%
Prefer not to say	0.74%
Buddhist	0.45%
Hindu	0.41%
Sikh	0.03%
Jewish	0.03%
<b>Grand Total</b>	<b>100.00</b> %

- Over 50% of housing register applicants have not disclosed a religion.
- Out of the remaining applicants, almost a quarter have identified as Christian. The next most prevalent declaration is 'no religion', following by Muslim.

Religion, overcrowded by 2 bed+	Count
Not disclosed	46.77%
Christian (all denominations)	28.67%
<b>Muslim</b>	<b>13.98%</b>
None	9.50%
Any other religion/belief	0.72%
Prefer not to say	0.18%
Buddhist	0.18%
<b>Grand Total</b>	<b>100.00</b> %

- When looking at households on the register that are overcrowded by 2 bedrooms or more, those who are Muslim are overrepresented (almost 14% even though they account for only 5.4% of the overall register), suggesting that any changes to policy relating to overcrowding may have a disproportionate affect on this group.
- Religion data not available for over 75% of Lewisham Homes tenants.
- For homelessness applications, religion data is held on less than 10% of clients, so meaningful analysis is not possible.

### Carer status

There is no data for carers within the housing register or homelessness applications.

### Sexual orientation

- Over half of applicants on the housing register have not disclosed their sexual orientation
- 44% have identified as straight / heterosexual
- Less than 1% have identified as gay, lesbian, bisexual or other.

**Income**

- By definition, applicants on the housing register are on low incomes and / or in receipt of housing benefit or Universal Credit

**4. Impact summary**

A full impact is provided in the impact summary table, below.

**5. Mitigation**

Mitigations are provided in the impact summary table, below.

**6. Service user journey that this decision or project impacts**

Consultation contact: Jack skelly – [jack.skelly@lewisham.gov.uk](mailto:jack.skelly@lewisham.gov.uk)

If you think you may become homeless, you should contact the Council for advice at the earliest opportunity. The earlier you contact us the more chance we have of helping you to avoid becoming homeless. You can call the **Housing Options Centre [HOC]** on 020 8314 7007 or e-mail HOC at [www.housingoptionsenquiry@lewisham.gov.uk](mailto:www.housingoptionsenquiry@lewisham.gov.uk).

If you want to join the housing list you can do this by referring to our information on the website [www.lewisham.gov.uk](http://www.lewisham.gov.uk) or <http://www.lewisham.gov.uk/myservices/housing/find/Pages/Apply-for-social-housing.aspx>.

For advice about your housing options, please contact the **Allocations and Lettings Service** on 020 8314 7007.

If you are vulnerable (for example you are elderly, have learning or other disability, or do not have the ability to read English or another language) we can assist you in accessing housing and bidding for properties. The **Homesearch Support Officer**, based in the Allocations and Lettings Service, assists applicants to engage with the choice based lettings system and can assist clients with bidding. Please contact the Allocations and Lettings Service for further information on 020 8314 7007.

**Single Homelessness Intervention and Prevention (SHIP):** The Council is committed to working with partner agencies to promote housing options for single young people and there are a number of supported housing schemes that may be suitable for your needs funded throughout the borough. For more information on how to access these schemes please contact the SHIP service at [SHIP@lewisham.gov.uk](mailto:SHIP@lewisham.gov.uk) or 020 8314 7007.

**Signature of Head of Service**

For further information please see the full [Corporate Equality Policy](#).

**Table 2 – Equality Impact Assessment summary**

**Purpose of this document:** This table lists the proposed major change to the Allocations Policy, and indicates any protected characteristic group that may be positive or negatively impacted by the proposed change. The impacts have been assessed and potential mitigation explored.

The Council has limited data on the protected characteristics of applicants. Therefore we are unable to provide a detailed assessment of the impact of re-allocating groups, or forecast the impact with a significant degree of confidence.

Please note this is a working progress document and will continue to be updated throughout the policy update work.

#	Section	Proposed new policy	Protected characteristic groups potentially impacted by change	Assessment of impact	Mitigation
1	Allocation Scheme, 2.5.1-2.5.3	<p>1. Our proposed new banding is:</p> <ol style="list-style-type: none"> <li>1. Band 1: Emergency</li> <li>2. Band 2: High</li> <li>3. Band 3: Medium</li> <li>4. Band 4: Low</li> </ol> <p>2. The following band changes have been proposed:</p> <ol style="list-style-type: none"> <li>1. Homeless with additional need will be moved to “High”;</li> <li>2. Current cohorts within “High” band will be placed in “Medium” band (unless otherwise stated);</li> <li>3. Medical High moved in to “High” (instead of “Medium”);</li> <li>4. Supported Housing Move on moved to “High” (instead of “Medium”)</li> <li>5. We propose introducing an “overcrowded by 3 bed” cohort in “High”;</li> <li>6. All previous “Band 3 Priority” will remain in “Band 3 Medium Priority” except for:</li> <li>7. Overcrowded by 1 bed, which will be placed within “Low” priority.</li> </ol>	<ol style="list-style-type: none"> <li>1. Disability</li> <li>2. Religion</li> <li>3. Household type</li> <li>4. Age</li> <li>5. Ethnicity</li> <li>6. Gender</li> </ol>	<ol style="list-style-type: none"> <li>1. Placing rehousing reason groups in different Band Priorities, compared to the 2017 Policy, is likely to impact the length of time they will be on the housing register before securing a property.</li> <li>2. The Counsel has limited data on the protected characteristics of applicants. Therefore we are unable to provide a detailed assessment of the impact of re-allocating groups, or forecast the impact with a significant degree of confidence.</li> <li>3. We anticipate, however, that the proposed policies may impact in the following ways:</li> <li>4. Moving “overcrowded by two” in to Medium Priority, and “overcrowded by one” to Low Priority, may impact those with “religion”, “household type” or “ethnicity” protected characteristics. Individuals with these characteristics are more likely to have larger households than the national average, and so be experiencing overcrowding. Individuals of Black African ethnicity are disproportionately represented in the overcrowded cohort. Placing this rehousing reason in Band Three is likely to increase the time an applicant will wait in order to successfully bid for social housing.</li> </ol>	<ol style="list-style-type: none"> <li>1. We are introducing an “overcrowded by three” rehousing reason in Band Two. This will allow some larger households to move more quickly than they are currently able.</li> <li>2. Communications on policy changes will need to be sensitive to people’s language needs, as will our working processes and customer service delivery.</li> <li>3. Officials will monitor lets that are offered and keep data on protected characteristics to ensure groups are not discriminated against.</li> <li>4. The Council operates a number of services, including Allocations and Lettings service and Housing Options service, which provide advice to residents about their housing options. These can be contacted by phone or online and can provide guidance on what housing options are viable for applicants with a range of characteristics</li> </ol>

				<p>5. Implementing the proposed banding structure may allow those with a disability to move more quickly within the “medical high” rehousing reason, which will be placed within Band Two.</p> <p>6. Implementing the proposed banding structure may allow younger applicants to move more quickly within the “Supported Housing Move On” rehousing reason, which will be placed within Band Two.</p> <p>7. Implementing the proposed banding structure may allow individuals with specific “ethnicity”, “gender” and “age” characteristics to move more quickly within the “Homeless with additional need” rehousing reason, which will be placed within Band Two. Data suggests that:</p> <ol style="list-style-type: none"> <li>1. a disproportionate number of homelessness applications are from Black African and Black Caribbean ethnicities;</li> <li>2. a high number of applicants are aged between 26 and 35;</li> <li>3. The number of homelessness applications from young people aged 18-25 is significantly higher than the prevalence of this group on the housing register; and</li> <li>4. 57.8% of homeless applicants in the data extracted were female</li> </ol>	<p>5. The Council provides help for those who wish to access housing or bid for properties on the housing register that are vulnerable (e.g. those who are elderly, have a disability or do not have the ability to read English or another language)</p> <p>6. The Council also runs a number of social care pathways (e.g. the young persons’ pathway) and other support initiatives (Single Homeless Intervention and Prevention service) to support specific homeless cohorts.</p>
2	Allocation Scheme	<ol style="list-style-type: none"> <li>1. We propose ring-fencing properties, whereby Council ring-fences a percentage of properties to enable transfer of tenants (“smart letting”).</li> <li>2. We will ring-fence a set number of properties to residents who are both currently in social housing and on the housing list, so that they are able to move to a house more suited to their need.</li> </ol>	<ol style="list-style-type: none"> <li>1. Disability</li> <li>2. Age</li> <li>3. Religion</li> <li>4. Ethnicity</li> </ol>	<ol style="list-style-type: none"> <li>1. Smart letting will prioritise initially transferring applicants but overall the impact of the policy will be neutral as the properties that are released from the transferring tenants will go to non-transferring applicants.</li> <li>2. Smart letting may improve the likelihood of individuals with “disability” characteristics successfully bidding for a property, as scarce properties that are suitable for those with</li> </ol>	<ol style="list-style-type: none"> <li>1. Officials will monitor lets that are offered via the ‘smart lettings’ scheme and keep data on protected characteristics to ensure groups are not discriminated against.</li> <li>2. Communications on policy changes will need to be sensitive to people’s language needs, as will</li> </ol>

				<p>disabilities may be let using this system. 16% of applicants on the housing register have declared a disability. As at August 2020, there were 149 households on the housing register awaiting accessible social housing. 109 of these households were already in social housing not currently suitable for their needs. At least 15 were in temporary accommodation.</p>	<p>our working processes and customer service delivery.</p>
3	<p>Allocation Scheme, 2.2.</p>	<p>1. We propose changing the Three Offer rule to a Two Offer rule</p>	<ol style="list-style-type: none"> <li>1. Disability</li> <li>2. Ethnicity</li> <li>3. Religion</li> <li>4. Age</li> <li>5. Household type</li> <li>6. Gender</li> </ol>	<ol style="list-style-type: none"> <li>1. Reducing the number of offers for “overcrowded by two” and “overcrowded by one” to One Offer, may impact those with “religion”, “household type” or “ethnicity” protected characteristics. Individuals with these characteristics are more likely to have larger households than the national average, and so be experiencing overcrowding who will have a reduced number of refusals for properties. Individuals of Black African ethnicity are disproportionately represented in the overcrowded cohort.</li> <li>2. Reducing the number of offers for those with specially adapted homes, “medical high” and “medical low” rehousing reasons may impact individuals with “disability” who will have a reduced number of refusals for properties.</li> <li>3. Implementing the reduced number of offers may impact individuals with specific “ethnicity” and “age” characteristics to, as this will reduce the number of refusals those with “Homeless with additional need” and “homeless without additional need” rehousing reasons can make. Data suggests that: <ol style="list-style-type: none"> <li>1. a disproportionate number of homelessness applications are from Black African and Black Caribbean ethnicities;</li> <li>2. a high number of applicants are aged between 26 and 35;</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. The Council provides help for those who wish to access housing or bid for properties on the housing register that are vulnerable (e.g. those who are elderly, have a disability or do not have the ability to read English or another language)</li> <li>2. The Council operates a number of services, including Allocations and Lettings service and Housing Options service, which provide advice to residents about their housing options. These can be contacted by phone or online and can provide guidance on what housing options are viable for applicants with a range of characteristics</li> <li>3. Officials will monitor lets that are offered via the ‘smart lettings’ scheme and keep data on protected characteristics to ensure groups are not discriminated against.</li> <li>4. The Council also runs a number of social care pathways (e.g. the young persons’ pathway) and other support initiatives (Single</li> </ol>

				<p>3. The number of homelessness applications from young people aged 18-25 is significantly higher than the prevalence of this group on the housing register; and</p> <p>4. 57.8% of homeless applicants in the data extracted were female</p>	<p>Homeless Intervention and Prevention service) to support specific homeless cohorts.</p> <p>5. Communications on policy changes will need to be sensitive to people’s language needs, as will our working processes and customer service delivery.</p>
4	Allocation Scheme, 3.1.8	1. We propose updating bidding procedure so that applicants can bid for multiple properties per week. If the applicant successfully bid for multiple properties, they would only be eligible to view one property, which would be the property for which they stated their highest preference.	1. None		1. The Council provides help for those who wish to access housing or bid for properties on the housing register that are vulnerable (e.g. those who are elderly, have a disability or do not have the ability to read English or another language)
5	How the Policy is applied, 3.3.1	1. We propose excluding adult children over 21 from calculating how many bedrooms are required for the new band ‘overcrowded by 3 bed’, unless they are dependents or are caring for a main households member	<p>1. Age</p> <p>2. Religion</p> <p>3. Ethnicity</p> <p>4. Household type</p>	<p>1. Excluding adult children over 21 from the higher banded ‘overcrowded by 3 bed’ may impact those with “religion” or “ethnicity” protected characteristics. Individuals with these characteristics are more likely to have larger households than the national average, with adult children staying with their parents for longer. Individuals of Black African ethnicity are disproportionately represented in the overcrowded cohort.</p> <p>2. Excluding adult children over 21 impacts those with “age” characteristics. We do not have detailed data on the number of adult children living in large properties with their parents but where this is the case, these families will not be able to access the higher band 2 and will be behind those large families with children in the waiting list.</p>	<p>1. Officials will monitor lets that are offered and keep data on protected characteristics to ensure groups are not discriminated against.</p> <p>2. The Council operates a number of services, including Allocations and Lettings service and Housing Options service, which provide advice to residents about their housing options. These can be contacted by phone or online and can provide guidance on what housing options are viable for applicants with a range of characteristics</p> <p>3. The Council provides help for those who wish to access housing or bid for properties on the housing register that are vulnerable (e.g. those who are elderly, have a disability or do not</p>

					<p>have the ability to read English or another language)</p> <ol style="list-style-type: none"><li>4. Adult children who are dependents or who are carers for a main household member will be included in bedroom calculations</li><li>5. The Smart letting scheme may enable larger properties to be accessed by transferring tenants and so may reduce the time families with these characteristics have to wait to secure a property.</li><li>6. Communications on policy changes will need to be sensitive to people's language needs, as will our working processes and customer service delivery.</li></ol>
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## **Consultation questions**

### **Introduction**

We are required by law to have a housing allocations policy. The policy sets out how we allocate the social housing that becomes available in Lewisham. The policy also outlines the procedures we have to follow to allocate these homes. The housing allocations policy is governed by legislation and guidance from the Government.

The policy makes sure we distribute the small number of social homes that are available as fairly as possible. Our approach aims to reflect local pressures and priorities, while offering applicants as much choice as possible.

We are in the process of reviewing the policy. As part of this, we are legally required to consult with the public on the proposed policy changes we would like to make.

The purpose of this consultation is to seek your views on:

- Changes to banding
- new primary rehousing reasons
- A new 'Smart lettings' approach
- The 'Three Offer' rule
- Changes to how applicants bid

Full details of these proposed changes are provided within the questions below.

## Question 1: Creating a “priority homeless with additional need” rehousing reason

### **Our current policy:**

We will assess your application based on the rehousing reasons that your household may have. You will then be placed into a priority band. The higher the priority, the more likely you will be successful in your bid for social housing.

If your household has multiple rehousing reasons, it will be placed into the highest band based on those reasons.

Properties are offered to applicants based on applications that meet the highest priority band. For example, if you are an applicant in the ‘Emergency Priority’ band, and an applicant in the ‘High Priority’ band bids for the same house, your application will be prioritised and you will receive an offer.

Each priority band contains groups of rehousing reasons. We use these to describe your housing need so that we can offer you a suitable property.

Homeless applicants are currently allocated within the Band 3 priority band category

### **Our proposed change:**

We propose introducing a new “homeless with additional need priority” within the Band 2 category. This will ensure that we are able to respond to very specific cases of homelessness across the borough. Homeless applications without additional needs will remain unchanged within the Band 3 category.

We could use a number of criteria to determine “additional need”:

1. If you are an applicant who has been awarded ‘in-borough priority’ under our Location Priority Policy. The Location Priority Policy:
  - i. Sets out how the Borough will fairly allocate temporary accommodation within and close to Lewisham;
  - ii. ‘In-borough priority’ is given to residents who have a particular need to be housed within Lewisham (e.g. these include people: receiving specialist treatment that cannot be transferred to another location; where moving away from Lewisham would be detrimental to a household member’s health); **or**
2. If you are an applicant whose application is seen as unable to sustain a private rented sector tenancy under the private rented sector discharge policy;
  - i. The private rented sector discharge policy sets out how the Council will arrange an offer of accommodation for homeless households, as part of its main housing duty to residents.
  - ii. We will arrange a private rented sector offer of housing for homeless households, except in cases where it is not possible to house the household in this accommodation (e.g. health reasons); **or**
3. A combination of both of these policies.

### **Question 1a:**

**Do you agree that we should consider introducing a new “homeless with additional need priority” group?**

- Agree
- Disagree

**Further comments:**

**Question 1b:**

**How should we decide additional need for homeless applicants?**

- Using "in-borough priority" under the Location Priority Policy
- Using the private rented sector discharge policy
- A combination of both of these policies
- Other (please specify)

**Further comments**

## Question 2: Changing the priority of “overcrowded” rehousing reasons

### **Our current policy:**

Overcrowded rehousing reasons are currently:

“Overcrowded by 2 beds”, in Priority band 2; and

“Overcrowded by 1 bed”, in Priority Band 3

### **Our proposed change:**

We propose introducing a new “overcrowded by three bed” rehousing reason. This will help us to be more successful in allocating properties to households who are in the worst overcrowded situations.

We propose:

- the new overcrowded by 3 bed rehousing reason to be placed in band 2
- the overcrowded by 2 bed to be in band 3
- overcrowded by 1 bed to be moved to a new band 4.

Overcrowding has created a substantial pressure across the Borough. We estimate that around 160 applicants within Lewisham are overcrowded by three beds or more. That means these families may be living in one or two bed accommodation but will be in need of four and five bed properties.

Given the shortage of large properties that are available on the social housing register, the likelihood of this group receiving those properties is currently low.

To help with this issue, we propose that adult children (over 21 years old) are not considered when calculating the size of properties required for applicants in this band, unless they are dependents or have caring responsibilities.

In addition, we propose moving overcrowded by 1 bed to a new band 4. This is so that we are able to prioritise households who require larger properties.

### **Question 2a:**

**Do you agree that we should consider introducing a new ‘overcrowded by three bed’ group?**

- Agree
- Disagree

**Further comments:**

### **Question 2b:**

**Do you agree that we should not include adult children for the new ‘overcrowded by 3 bed’ band?**

- Agree
- Disagree

**Further comments:**

### **Question 2c:**

**Do you agree that we should consider moving “overcrowded by one bed” to a new Band 4 priority group?**

- Agree
- Disagree

**Further comments**

### Question 3: Banding reallocation

#### **Our current policy:**

We will assess your application based on the rehousing reasons that your household may have. You will then be placed into a priority band. The higher the priority, the more likely you will be successful in your bid for social housing.

If your household has multiple rehousing reasons, it will be placed into the highest band based on those reasons.

Properties are offered to applicants based on applications that meet the highest priority band. For example, if you are an applicant in the 'Emergency Priority' band, and an applicant in the 'High Priority' band bids for the same house, your application will be prioritised and you will receive an offer.

Each priority band contains groups of rehousing reasons. We use these to describe your housing need so that we can offer you a suitable property.

#### **Our proposed change:**

Table 1, below, shows the proposed allocation of rehousing reasons within the proposed new banding structure.

We believe that, given the shortage of properties and the high housing need within the borough, this proposal will help target those in most need.

**Table 1: Proposed group reallocation**

Proposed new band	Rehousing reason
Band 1: Emergency	Decants
	Emergency Priority
	Exceptional Medical circumstance
	Leaving Care
	Management Discretion
	Occupier no longer requires specialist unit
	Discretionary succession
	Retiring Lewisham Council residential employees
	Starred decant priority
	Succession to large property
	Tenant-free Special Unit
	Under-occupied property
	Former armed forces personnel with housing need
Band 2: High	Priority homeless with additional need*
	Supported housing move on
	Medical high
	Overcrowded by three beds*
Band 3: Medium	Priority Homeless with no additional need
	Management Discretion 2
	Overcrowded by two bed
	Request to return following a decant
	Medical
	Prohibition order
	Welfare - give or receive support
Welfare - housing for older people	
Band 4: Low**	Overcrowded by one bed

\* indicates proposed new rehousing reason

\*\* indicates proposed new band priority

**Question 3:**

**Do you agree that we should consider placing rehousing reasons in priority bands as outlined above (Table 1)?**

- Agree
- Disagree

**Further comments:**

#### Question 4: “Smart letting” properties

##### **Our current policy:**

We already make provision to reserve up to five per cent of its properties for pan-London mobility arrangements.

Section 3.4.6 of the 2017 Allocation Policy also makes provision for us to ‘set a target for the number of properties for the number of homes to be let to ... priority groups’. It also removes a number of properties from being advertised to applicants.

##### **Our proposed change:**

Within the new policy, **we propose ring-fencing up to 20% of properties** to applicants who are currently living in social housing and who have a housing need. We would call this “smart letting” properties.

We would make sure that the social housing property vacated by the applicant is ring-fenced to someone who is in need and living in private rented housing or temporary accommodation.

For example, if you are already living in social housing and are on the register, you could bid for one of the properties within the ‘smart letting’ scheme. The property that you vacate would then be ring-fenced for another individual or family with a housing need. This individual or family would not currently be in social housing, and would move from temporary accommodation or the private rented sector.

Aside from building new social homes, this is a key way for us to make best use of the available social housing with the resources that we already have. For each property, we could solve two households’ needs. The approach makes sure that we are fairly allocating the available housing to all applicants.

#### **Question 4:**

**To the number of lettings available, do you agree that we should consider operating a “smart letting” system?**

- Agree
- Disagree

**Further comments:**

### Question 5: Changing the 'Three Offer' Rule

#### **Our current policy:**

You are within your rights to refuse a set number of suitable offers of a property that you have bid for and have been subsequently offered. This set number varies according to the primary rehousing reason that has been allocated to your application. For further information, please see section 2.2.3 and 2.2.4 of the current allocations policy.

The set number is either once (the 'One Offer' rule) or three times (the 'Three Offer' rule). If the number of suitable properties that you have refused exceeds the rule for your housing reason, you may be disqualified from the housing register for 12 months.

#### **Our proposed change:**

We propose reducing the 'Three Offer' rule to a 'Two Offer' rule. If you are an applicant living in under-occupied properties, this will not apply to you. We are not proposing to amend the primary rehousing reasons that the 'Two Offer' and 'One Offer' rules apply to – applicants currently eligible for three offers will move to two offers, while applicants eligible for 'One Offer' will remain the same.

We believe that a 'Two Offer' policy is reasonable, given that:

- i. there is a lack of housing available
- ii. there is a need for us to let properties as quickly as possible
- iii. there is an administrative burden for us for those who refuse offers
- iv. the resident has bid for the property and indicated preference for that property

#### **Question 5:**

**Do you agree that we should reduce the 'Three Offer' rule to a 'Two Offer' rule for eligible groups?**

- Agree
- Disagree

**Further comments:**

Question 6: Changes to how applicants bid

**Our current policy:**

The current system allows you to bid for one property per week. You will then be offered an interview/viewing of a property.

**Our proposed change:**

To make the bidding process more efficient for users and for us, we propose increasing the number of bids you can make so that you can bid for multiple properties. This is beneficial for applicants as you will be able to express preference for more than one property and not be constrained by the system.

You would be able to bid throughout the week for these properties and, if successful, you would then be offered **one** viewing.

**Question 6:**

**Do you agree that we should consider changing how you bid for properties so that you can bid for multiple properties each week?**

- Agree
- Disagree

**Further comments:**

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## **LONDON BOROUGH OF LEWISHAM PRIVATE RENTED SECTOR POLICY**

### **Scope**

- 1.1 This Private Rented Sector Discharge Policy will provide a framework for the way in which the London Borough of Lewisham ('the Council') will discharge the main housing duty under s.193 Housing Act 1996 ('the main housing duty') by arranging an offer of suitable accommodation in the private rented sector. The policy therefore applies to applicants for housing assistance under Part VII Housing Act 1996 ('HA 1996') and not allocations under Part VI HA 1996.
- 1.2 All PRSOs secured by the Council must satisfy the requirements as to suitability under the HA 1996 and delegated legislation (which includes affordability). In addition, the Council will apply the locational priorities set out in its Location Priority Policy to PRSOs.
- 1.3 When making decisions under this policy, in accordance with section 11(2) Children Act 2004, the Council will have regard to the principal needs of any children in the household, and the need to safeguard and promote the children's welfare. In particular, regard will be had to any disruption to schools, medical care, social work, and other key services and support.
- 1.4 The Council will also have regard to the circumstances of the entire household and will have due regard to the Public Sector Equality Duty ('PSED') under s.149 Equality Act 2010 when making decisions under this policy which affect those with a 'protected characteristic' as defined under the Act. This policy will be monitored and reviewed, as set out below.

### **When PRSOs will be arranged**

- 2.1 The Council will normally seek to bring the main housing duty under Part VII to an end by arranging a PRSO, subject to the exceptions set out below, and provided that the Council can identify available accommodation which it is satisfied is suitable for the circumstances of the individual household.
- 2.2 A PRSO will not normally be offered where there are exceptional circumstances which make a PRSO inappropriate. Such cases may include the following:
  - (a) Where a household requires adaptations to meet health and disability related needs which it is not reasonably practicable to achieve in private rented sector accommodation.
  - (b) Where a household is unable to manage a tenancy in the private rented sector without a substantial level of tenancy related support. 2

### **Duty accepted before Pre-November 9<sup>th</sup> 2012**

- 3.1 Where an applicant has applied to the Council for accommodation or for assistance in obtaining accommodation under Part VII HA 1996 Act; and the duty to secure that accommodation is available for the applicant's occupation under Part VII has arisen and not ceased, before 9<sup>th</sup> November 2012, no PRSO will be made.

### **Viewing and Offers**

- 4.1 So far as is reasonably practicable, applicants will be given an opportunity to view a property proposed to be subject to a PRSO before deciding whether to accept or reject it. Where this is not reasonably practicable, an Information Pack will be provided.

### **Monitoring & Review of this Policy**

- 5.1 The Council will monitor the application of this policy and it will be reviewed within 12 months of the date of its commencement.

**Dated 22<sup>nd</sup> March 2017**



## Housing Select Committee

### **Report title: Select Committee Work Programme Report**

**Date:** 28 January 2021

**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**

HSC Work Programme 2020/21 – draft agreed on 15 September 2020

HSC 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:
  - Homelessness and rough sleeping
  - Social housing
  - Affordable housing
  - Private rented sector
- 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 receives the health, mental health, social care and support services they need.

### Is this report easy to understand?

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- [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
Fire safety		Standard item	CP2
Lewisham Homes business plan		Standard item	CP2

#### 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
Shared ownership at L&Q	23 <sup>rd</sup> October	Evidence gathered	CP2
Allocations review and consultation	27 <sup>th</sup> October	Chairs briefed	CP2
Shared ownership at Hyde	20 <sup>th</sup> November	Evidence gathered	CP2
Shared ownership at Peabody	27 <sup>th</sup> November	Evidence gathered	CP2

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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

## 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](mailto:john.bardens@lewisham.gov.uk)

### **Is this report easy to understand?**

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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.

**The Housing Select Committee has specific responsibilities for the following:**

- a) To fulfil all overview and scrutiny functions in relation to the discharge by the authority of its housing functions. This shall include the power to:
- b) review and scrutinise decisions made or other action taken in connection with the discharge of the Council of its housing function
- c) make reports or recommendations to the authority and/or Mayor and Cabinet with respect to the discharge of these functions
- d) make recommendations to the authority and/or Mayor and Cabinet proposals for housing policy
- e) to review initiatives put in place by the Council with a view to improving, increasing and enhancing housing in the borough, making recommendations and/or report thereon to the Council and/or Mayor and Cabinet
- f) To establish links with housing providers in the borough which are concerned with the provision of social housing

**Is this report easy to understand?**

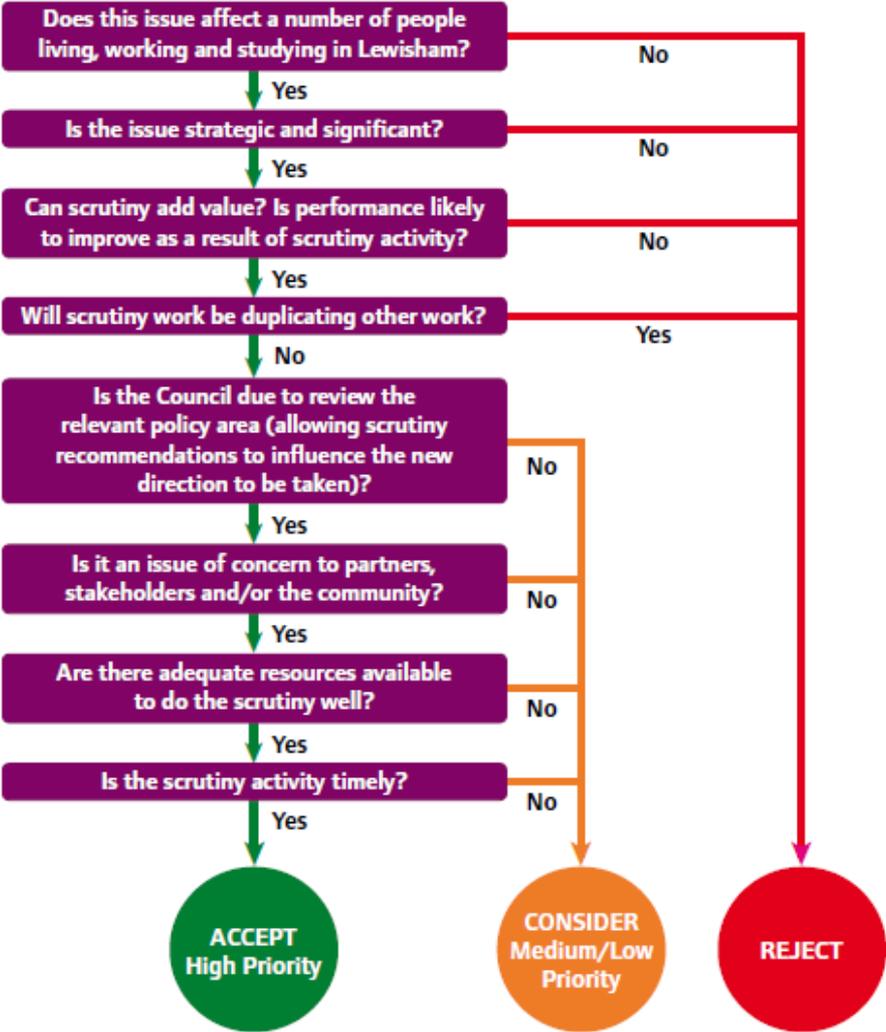
Please give us feedback so we can improve.

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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



### 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).

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## Housing Select Committee work programme 2020/21 - work programme

Item	Type	Priority	Delivery	15-Sep	18-Nov	28-Jan	09-Mar
Confirmation of Chair and Vice Chair	Constitutional req	CP2	Sep				
Financial stabilisation - budget update and medium term plan	Standard item	CP2	Sep				
The Impact of COVID-19 on Housing	Standard item	CP2	Sep				
Housing Strategy 2020-26 and Homelessness and Rough Sleeping Strategy 2020-22	Standard item	CP2	Sep				
Work programme 2020-21	Constitutional req	CP2	Sep				
Budget cuts proposals	Standard item	CP2	Nov				
Overcrowding referral	M&C response	CP2	Nov				
Allocations policy	Standard item	CP2	Nov				
Homelessness	Standard item	CP2	Jan				
Shared ownership	Standard item	CP2	Jan				
Fire safety	Performance monitoring	CP2	Mar				
Lewisham Homes business plan	Standard item	CP2	Mar				

Information reports, briefings and visits	Type	Priority	Delivery				
Lewisham Homes annual report and business plan	Performance monitoring	CP2	Sep				
Allocations policy review	Chair's briefing	CP2	Oct				
Shared ownership at L&Q	Chair's briefing	CP2	Oct				
Shared ownership at Hyde	Chair's briefing	CP2	Nov				
Regenter B3 annual report and business plan	Performance monitoring	CP2					
Annual lettings plan	Performance monitoring	CP2					
Rent and service charge increases	Performance monitoring	CP2					
New homes programme updates	Performance monitoring	CP2					

	Item completed
	Item on-going
	Proposed timeframe

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## FORWARD PLAN OF KEY DECISIONS

### Forward Plan February 2020 - May 2020

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](mailto:kevin.flaherty@lewisham.gov.uk). However the deadline will be 4pm on the working day prior to the meeting.

A "key decision"\* means an executive decision which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards.

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
August 2019	<b>Consultation: Proposal to Transfer Management of 5 Community Centres to Lewisham Homes</b>	15/01/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
October 2019	<b>Building for Lewisham New Homes Programme parts 1 &amp; 2</b>	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	<b>Achilles Street Estate Regeneration Ballot Results</b>	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	<b>Parking Policy Update</b>	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
June 2019	<b>Disposal of former Wide Horizon Sites in Wales &amp; Kent'</b>	15/01/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Mayor Damien Egan, Mayor		

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
June 2019	<b>Adopting a Residents Charter for Lewisham</b>	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	<b>Lewisham Draft Housing Strategy</b>	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	<b>Housing Strategy and Homelessness Strategy</b>	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
November 2019	<b>Approval for the procurement of lake operations for Beckenham Place Park</b>	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
November 2019	<b>Setting the Council tax Base NNDR Tax Base &amp; Discounts</b>	15/01/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and		

**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
	<b>for Second Homes and Empty Homes</b>		Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
December 2019	<b>Permission to tender the Refugee Resettlement Support Service</b>	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
December 2019	<b>Beckenham Place Park Procurement of a Lake Swimming Operator</b>	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
December 2019	<b>Creekside Acquisition Opportunity</b>	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	<b>Addey &amp; Stanhope School Instrument of Government</b>	15/01/20 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
October 2019	<b>NHS Commissioning Arrangements in Lewisham</b>	22/01/20 Council	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
November 2019	<b>Setting the Council tax Base NDR Tax Base &amp; Discounts for Second Homes and Empty Homes</b>	22/01/20 Council	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2019	<b>Precision Manufactured Housing (PMH) Procurement</b>	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	<b>Budget 2020-21</b>	05/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2019	<b>Acquisition of land at Pool Court. parts 1 &amp; 2</b>	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	<b>Youth Services Contract Award</b>	05/02/20	Sara Williams, Executive		

**FORWARD PLAN – KEY DECISIONS**

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		Mayor and Cabinet	Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
November 2019	<b>Supported Accommodation Permitted Contract Extension</b>	05/02/20 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		
November 2019	<b>Approach to Boroughwide pot of Neighbourhood Community Infrastructure Levy</b>	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
October 2019	<b>Renewal of Social Care software systems</b>	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2019	<b>Renewal of revenue and benefits software systems</b>	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration &		

**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
			Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
November 2019	<b>Learning Disability Framework - Award of call off contracts</b>	05/02/20 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		
January 2020	<b>Surrey Canal Triangle Draft Design Framework Supplementary Planning Document</b>	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	<b>Budget Update</b>	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2019	<b>Highway Contract Tendering strategy for 2021 award</b>	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
October 2019	<b>State of the Highways</b>	12/02/20	Kevin Sheehan,		

**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
	<b>Infrasructure and Update on Asset Management Strategy</b>	Mayor and Cabinet	Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
December 2019	<b>Leisure Centre Admission Charges</b>	12/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
October 2019	<b>Precision Manufactured Housing (PMH) Procurement Process Outcome and Decision</b>	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	<b>Old Town Hall works - permission to tender</b>	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	<b>Future Provision of Home Care</b>	12/02/20 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		

<b>FORWARD PLAN – KEY DECISIONS</b>					
<b>Date included in forward plan</b>	<b>Description of matter under consideration</b>	<b>Date of Decision Decision maker</b>	<b>Responsible Officers / Portfolios</b>	<b>Consultation Details</b>	<b>Background papers / materials</b>
December 2019	<b>Community Wealth Building and Inclusive Growth Strategy Update</b>	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Joe Dromey, Cabinet Member for Culture, Jobs and Skills (job share)		
December 2019	<b>Community Energy Fund grant awards</b>	12/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
January 2020	<b>Lewisham's Admission Arrangements 2021/22</b>	12/02/20 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
January 2020	<b>Settlement on outstanding litigation case regarding non-payment of an affordable housing contribution at 99 Plough Way Parts 1 &amp; 2</b>	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	<b>Preferred Tender for Travel and Transport Programme</b>	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		

**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
January 2020	<b>Oracle Cloud contract extension and hyper-care support</b>	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
January 2020	<b>Archive solution for HR and Payroll system</b>	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2019	<b>Budget 2020-21</b>	26/02/20 Council	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
January 2020	<b>Priorities for 2020</b>	26/02/20 Council	Kim Wright, Chief Executive and Mayor Damien Egan, Mayor		
October 2019	<b>Lewisham Climate Emergency Action Plan</b>	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
October 2019	<b>Air Quality Action Plan</b>	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director 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, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
October 2019	<b>Private Sector Housing Borough-wide Licensing</b>	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	<b>Mayow Road Supported Living Service Parts 1 &amp; 2</b>	11/03/20 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		
December 2019	<b>Local Plan New Cross Gate SPD and Surrey Canal SPD</b>	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	<b>Renewal of Oracle Licensing arrangements</b>	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		

**FORWARD PLAN – KEY DECISIONS**

<b>Date included in forward plan</b>	<b>Description of matter under consideration</b>	<b>Date of Decision Decision maker</b>	<b>Responsible Officers / Portfolios</b>	<b>Consultation Details</b>	<b>Background papers / materials</b>
December 2019	<b>Corporate Energy Contract Strategy</b>	11/03/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
December 2019	<b>Post consultation recommendation of additions of new buildings to Local List</b>	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	<b>Approval of the draft Lewisham Local Plan for public consultation</b>	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	<b>Approval of the Local Development Scheme (update)</b>	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	<b>Contract Award for Stage 2 of Greenvale School Expansion Project</b>	11/03/20 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
December 2019	<b>Achilles Street Estate Land</b>	11/03/20	Kevin Sheehan,		

**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
	<b>Assembly Parts 1 &amp; 2</b>	Mayor and Cabinet	Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
May 2019	<b>Performance Monitoring</b>	11/03/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
January 2020	<b>Parks and Open Spaces Strategy 2020-2025</b>	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
January 2020	<b>Annual Lettings Plan</b>	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
January 2020	<b>Changes to Housing Allocations Scheme</b>	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for		

<b>FORWARD PLAN – KEY DECISIONS</b>					
<b>Date included in forward plan</b>	<b>Description of matter under consideration</b>	<b>Date of Decision Decision maker</b>	<b>Responsible Officers / Portfolios</b>	<b>Consultation Details</b>	<b>Background papers / materials</b>
			Housing		
December 2019	<b>Friendship Agreement Pokhara</b>	01/04/20 Council	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
December 2019	<b>Approval of the draft Lewisham Local Plan for public consultation</b>	01/04/20 Council	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	<b>Approval of the Local Development Scheme (update)</b>	01/04/20 Council	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
November 2019	<b>Approval to appoint operator for concessions contract at the lake, Beckenham Place Park</b>	29/04/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
November 2019	<b>Corporate Equalities Scheme</b>	29/04/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Jonathan Slater, Cabinet Member for Community Sector		

<b>FORWARD PLAN – KEY DECISIONS</b>					
<b>Date included in forward plan</b>	<b>Description of matter under consideration</b>	<b>Date of Decision Decision maker</b>	<b>Responsible Officers / Portfolios</b>	<b>Consultation Details</b>	<b>Background papers / materials</b>
October 2019	<b>Adoption of the Catford Regeneration Masterplan Framework</b>	03/06/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	<b>PLACE/Ladywell parts 1 &amp; 2</b>	08/07/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		

**FORWARD PLAN – KEY DECISIONS**

<b>Date included in forward plan</b>	<b>Description of matter under consideration</b>	<b>Date of Decision Decision maker</b>	<b>Responsible Officers / Portfolios</b>	<b>Consultation Details</b>	<b>Background papers / materials</b>