

# Overview and Scrutiny



## Public Accounts Select Committee Agenda

**7.30pm**, Thursday, 22 September 2022  
Civic Suite, Lewisham Town Hall, London SE6 4RU

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

### Part 1

Item		Pages
1.	Minutes of the meeting held on 30 June 2022	3 - 6
2.	Declarations of interest	7 - 10
3.	Responses from Mayor and Cabinet There are none.	
4.	Financial monitoring	11 - 50
5.	Adult Social Care update	51 - 68
6.	Children's Services update To follow.	
7.	Select Committee work programme	69 - 98

# Public Accounts Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 22 September 2022.

Kim Wright, Chief Executive  
Tuesday, 13 September 2022

<p><b>Members</b></p> <p>Councillor James Rathbone (Chair)</p> <p>Councillor Rudi Schmidt (Vice-Chair)</p> <p>Councillor Eva Kestner</p> <p>Councillor Joan Millbank</p> <p>Councillor John Paschoud</p> <p>Councillor Eva Stamirowski</p> <p>Councillor Susan Wise</p> <p>Councillor Mark Ingleby (ex-Officio)</p> <p>Councillor Ese Erheriene (ex-Officio)</p>	
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Members of the public are welcome to attend committee meetings. However, occasionally, committees may have to consider some business in private. Copies of agendas, minutes and reports are available on request in Braille, in large print, on audio tape, on computer disk or in other languages.

Agenda Item 1

# MINUTES OF THE PUBLIC ACCOUNTS SELECT COMMITTEE

Thursday, 30 June 2022 at 7.00 pm

IN ATTENDANCE: Councillors James Rathbone (Chair), Rudi Schmidt (Vice-Chair), Eva Kestner, Joan Millbank, John Paschoud and Mark Ingleby (Chair of Overview and Scrutiny)

ALSO JOINING THE MEETING VIRTUALLY: Councillor Susan Wise

APOLOGIES: Councillor Eva Stamirowski

ALSO PRESENT: Timothy Andrew (Scrutiny Manager), David Austin (Director of Corporate Services), Kathy Freeman (Executive Director for Corporate Resources) and Nick Penny (Head of Service Finance)

ALSO PRESENT VIRTUALLY: Councillor Amanda De Ryk (Cabinet Member for Finance and Strategy) and Salena Mulhere (Assistant Chief Executive)

NB: Those Councillors listed as joining virtually were not in attendance for the purposes of the meeting being quorate, any decisions taken or to satisfy the requirements of s85 Local Government Act 1972

## 1. Election of the Chair and Vice-Chair

- 1.1 **Resolved:** that Councillor James Rathbone be Chair of the Select Committee – and that Councillor Rudi Schmidt be Vice-Chair of the Select Committee.

## 2. Minutes of the meeting held on 17 March 2022

- 2.1 **Resolved:** that the minutes of the meeting held on 17 March be agreed as an accurate record.

## 3. Declarations of interest

- 3.1 Councillor Susan Wise declared an interest in relation to any discussion regarding the housing revenue account – as a Director of Lewisham Homes.

## 4. Responses from Mayor and Cabinet

- 4.1 There were none.

## 5. Financial outturn report 2021-22

- 5.1 Kathy Freeman (Executive Director for Corporate Resources) introduced the item (and its relation to the following two items). She noted the positive end of year (2021-22) financial position and highlighted the £26m of once off expenditure (and lost income) that had been funded by the Government in response to the pandemic.
- 5.2 Nick Penny (Head of Service Finance) introduced the report noting financial pressures, overspends and areas of focused management action in the general fund, housing revenue account, dedicated schools grant and capital programme (general and housing revenue account). He also provided an overview of the collection fund and outstanding debts.

5.3 Nick Penny responded to questions from the Committee – the following key points were noted:

- The number of repairs (and the cost of those repairs) by Lewisham Homes was higher than usual.
- There was no direct link between the Newton/Empowering Lewisham Programme (in adult social care) and the resident experience programme.
- Measures were in place to oversee the different work streams and trial approaches in the Empowering Lewisham programme. The benefits of the programme over time were anticipated to be £8.6m in savings.
- The debt figures in the report had accumulated over a number of years. The Council had a debt write off process to forego some debts and focus on those which it was most likely could be recovered.
- Work was taking place to develop a debt prevention strategy – which would focus on encouraging proactive recovery of costs for services.
- There was a new debt and income manager at the Council – who was focused on preventing future debts and collecting income.
- Lewisham had been one of the top performing boroughs in London for the collection of business rates.
- There had been a dip in business rate collection performance over the last couple of years – due to the impact of the pandemic (and the associated increase in burdens on officers dealing with local businesses).
- Performance on Council tax collection was less robust. Work was taking place to understand why – and to put in place new measures to improve collection.
- Work was taking place to manage the £10m deficit in the dedicated schools grant.
- Government recognised that there were significant costs in relation to the provision of special educational needs – and had put in place programmes to support local authorities to manage costs.
- It was estimated that approximately £5m of savings which were due to be delivered this year would not now be delivered. This would have an impact on the savings requirements for subsequent years.
- Officers in finance were working closely with senior staff across the organisation to address and mitigate shortfalls in savings proposals.

5.4 **Resolved:** that the report be noted.

## 6. Financial monitoring 2022-23

6.1 Kathy Freeman introduced the report – noting that the form of the report had changed so that known overspending was reported separately from risks.

6.2 Nick Penny provided an overview of the content of the report – noting the gross monitoring risk of £10.1m as well as the mitigation from pandemic related funding and reserves held for corporate risks. Nick also highlighted overspending (and unachieved savings) in children’s social care, passenger transport, adult social care, temporary accommodation and on energy costs for corporate buildings. Key areas of potential risk and future pressures were also identified.

6.3 Kathy Freeman, Nick Penny and David Austin (Director of Corporate Services) responded to questions from the Committee – the following key points were noted:

- Finance officers worked closely with officers in children’s and adult social care to monitor and manage costs.

- Reviews were taking place in both social care services to understand and manage costs – however, there remained significant demand and cost pressures.
- The reported overspend would be varied during the year – depending on the level of risk associated with service improvements and savings delivery.
- More prominent information would be provided in future reports regarding undelivered savings and risks.
- Comments on the Copperas Street development and the approach to the capital programme would be reported to the Director of Inclusive Regeneration.
- Staff productivity savings across the organisation (£3m) were achieved from improved practices, reductions in use of agency staff and improvements in productivity.

6.4 **Resolved:** that the report be noted.

## 7. Medium term financial strategy

7.1 Kathy Freeman introduced the report –noting the process for setting a legally balanced budget by March 2023 as well as highlighting the estimated budget gap of £36m over the next three years with high levels of uncertainty in the financial position. She also outlined some of the potential risks regarding income and expenditure.

7.2 Kathy Freeman and David Austin responded to questions from the Committee – the following key points were noted:

- Different positions on pay negotiation had been modelled by officers – if the pay award was higher than expected, authorisation would be sought to use reserves until the budget position could be realigned.
- The financial cases that had been modelled made allowance for differing levels of achievement of savings proposals.
- The need for savings could come from reducing expenditure or improving income – this did not always involve reducing services.
- It was important that the Council tightly and effectively managed demand and intervened at the appropriate points to make the most of spending.
- Officers would be giving consideration to the delivery of services – including an assessment of which were statutory and at what levels.
- Reserves could be used to stabilise the budget – the Council had a good level of reserves and was in a strong financial position – despite high levels of uncertainty and risk.

7.3 Councillor Amanda de Ryk addressed the Committee – noting the ongoing high levels of uncertainty in local government finance which were affecting all councils.

7.4 **Resolved:** that the report be noted.

## 8. Select Committee work programme

8.1 The Committee discussed the work programme report and priorities for the upcoming year.

8.2 **Resolved:** that items on adults and children’s services be considered at the September meeting. It was also agreed that the Chair would discuss the

options for an item on alternative budget models with officers – and that the work programme be approved for submission to the Business Panel.

The meeting ended at 8.45 pm

Chair:

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Date:

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## Public Accounts Select Committee

### Declarations of Interest

**Date:** 2022-23

**Key decision:** No

**Class:** Part 1 (not restricted)

**Ward(s) affected:** All (none specific)

**Contributor:** Jeremy Chambers (Director of Law, Governance and Elections)

### 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. Jeremy Chambers, Director of Law, Governance and Elections - [Jeremy Chambers@lewisham.gov.uk](mailto:Jeremy.Chambers@lewisham.gov.uk), 020 83147648



## Public Accounts Select Committee

### Financial Monitoring 2022/23

**Date:** Thursday 22<sup>nd</sup> September

**Key decision:** No

**Class:** Part 1

**Ward(s) affected:** None Specific

**Contributors:** Executive Director for Corporate Resources

### Outline and recommendations

This report presents the financial monitoring position for the 2022/23 financial year, setting out the position as at 31 July 2022.

The report covers the latest position on the Council's General Fund, Dedicated Schools Grant, Housing Revenue Account, Collection Fund and Capital Programme. It also provides an update on the progress against savings delivery.

The Council-wide financial forecast for General Fund activities is an overspend of £18.1m, this is reduced by the utilisation of £4m Covid Local Authority support grant carried forward from 2021/22 and £7.6m of corporate funding to partially mitigate the pressures. This means that the General Fund is forecast to overspend by £6.5m, an adverse movement of £8m since Period 2.

The increase since Period 2 is partially due to the anticipated pay award (based on a pay award of £2,355 per employee), which is £4.5m above the budgeted level. The £3.5m further adverse movement relates to £0.9m Temporary Accommodation demand pressures, £0.8m pressure on the Highways and Transport budgets, £0.7m pressures across Education Services, £0.6m energy pressure on the Council's leisure contract, £0.4m increased scope of the fly tipping service and a net £0.1m other movements.

The level of corporate funding being used to mitigate this overspend has increased by £5.6m since Period 2, of which £4.5m is use of reserves to fund the 2022/23 pressure due to the anticipated pay award and £1.1m released from corporate budgets held to meet inflationary pressures.

Financial monitoring will continue throughout the year and Executive Directors will work to manage down the reported budget pressure within their directorates in a drive to bring spend back into line with cash-limited budgets.

## Timeline of engagement and decision-making

7<sup>th</sup> September 2022 – Period 4 (July) Financial Monitoring 2022/23 to Executive Management Team

22<sup>nd</sup> September 2022 – Period 4 (July) Financial Monitoring 2022/23 to Public Accounts Select Committee

5<sup>th</sup> October 2022 - Period 4 (July) Financial Monitoring 2022/23 to Mayor and Cabinet

### 1.0 EXECUTIVE SUMMARY

- 1.1. This report sets out the financial forecasts for 2022/23 as at 31 July. The key areas to note are as follows:
- i. The General Fund (GF) has a forecast overspend of £6.5m against the directorates' net general fund revenue budget, after the application of £4m Covid grant funding carried forward from 2021/22 to support the costs arising from the ongoing legacy impact of the pandemic and £7.6m of corporate funding. This is set out in more detail in sections 4 to 10 of this report.
  - ii. There are additional costed risks estimated at £2.8m, as well as risks which are as yet unquantified, work is on going led by Executive Directors to seek mitigations should any of the risks partially or fully materialize as financial pressures. This is set out in more detail in section 11.
  - iii. To date £17.8m (69%), of the £25.8m savings have either been achieved or are on track to be achieved. The forecast outturn position takes into account this level of savings delivery. Where savings have not been achieved to date, services are working to deliver these or find alternative savings/cost reductions to enable the overall savings target to be achieved.
  - iv. The Dedicated Schools Grant (DSG) is currently forecasting a deficit of £4m for 2022/23, due to the full year effect of increased placements costs in 2021/22 and the increased provision in special schools and resource basis in 2022/23. This is on top of a deficit of £10.4m brought forward from prior years following the high needs secondary transfer process. It should be noted that at present the DSG remains a ringfenced deficit and Lewisham is part of the 'Delivering Better Value Programme' sponsored by the DfE. From 2023/24, changes in accounting practice will mean the DSG deficit is no longer ringfenced, meaning the deficit would be considered as part of the councils overall financial position. This is set out in more detail in section 12 of this report.
  - v. The Housing Revenue Account (HRA) is currently projecting a £4.3m pressure due to the anticipated lack of income from billing Leaseholders for work undertaken. This is set out in more detail in section 13 of this report.

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- vi. As at 30 June, some 34.3% of council tax due and 44.8% of business rates due had been collected. This is set out in more detail in section 14 of this report.
- vii. The Capital Programme has a budget for 2022/23 set as part of the budget setting process in February of £230.1m (GF and HRA). This has been set out in more detail in section 15 of this report and Appendix 2.

## 2.0 PURPOSE AND RECOMMENDATIONS

- 2.1 The purpose of this report is to set out the financial forecasts for 2022/23 as at the end of June 2022, projected to the year-end, 31 March 2023.
- 2.2 Members of the Public Accounts Select Committee are asked to: Note the current financial forecasts for the year ending 31 March 2023 and that Executive Directors will continue to work in bringing forward action plans to manage down budget pressures within their directorates.
- 2.3 Members of the Public Accounts Select Committee are asked to: Note that as part of the national initiatives supporting early intervention, Lewisham has been provisionally allocated a minimum of £3.9m of Family Hubs and Start for Life grant. The funding covers the remainder of 2022/23 (£1m), with at least £1.4m available in 2023/24 and 2024/25. The final grant awarded will be subject to outcomes, it is intended that regular progress updates are provided to Members at key milestones.

## 3.0 POLICY CONTEXT

- 3.1 This financial position demonstrates the impact of the very severe financial constraints which have been imposed on Council services with the cuts made year on year, despite the increasing demand to deliver services to the borough's residents.
- 3.2 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 current Corporate Strategy in 2018, with seven corporate priorities as stated below:
- 3.3 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.
- 3.4 Values are critical to the Council's role as an employer, regulator, and securer of services

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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 delivering our duties, 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.

- 3.5 The Council's strong and resilient framework for prioritising action has served the organisation well in the face of austerity and on-going cuts to local government spending. This continues to mean, that even in the face of the most daunting financial challenges facing the Council and its partners, we continue to work alongside our communities to achieve more than we could by simply working alone.
- 3.6 This joint endeavour helps work through complex challenges, such as the pressures faced by health and social care services, and to secure investment in the borough for new homes, school improvements, regenerating town centres, renewed leisure opportunities and improvement in the wider environment. This work has and continues to contribute much to improve life chances and life opportunities across the borough through improved education opportunities, skills development and employment. There is still much more that can be done to realise our ambitions for the future of the borough; ranging from our work to support housing supply and business growth, through to our programmes of care and support to some of our most vulnerable and troubled families.
- 3.7 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. The service and finance challenges arising from Covid are now blending with the wider economic implications of a decade of austerity, the trading changes arising from Brexit, and now the impacts arising from other global events (e.g. war in Ukraine, Covid lock downs in China, extreme climate events in India, etc..) impacting the supply of energy, goods and services and driving up inflation.
- 3.8 Within the Council, the impact of the Covid pandemic is felt acutely across all of our service areas and throughout the year we have been 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.
- 3.9 While we do not yet fully understand what all of the long-term implications of Covid 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.

#### **4.0 GENERAL FUND POSITION**

- 4.1 The Council is reporting an overspend on general fund activities of £6.5m after the application of £4m Covid Local Authority support grant and £7.6m of corporate funding. The £4m of Local Authority support grant is utilising the remaining Covid funding carried forward from 2021/22, to mitigate costs arising due to the legacy impact of Covid. The £7.6m of corporate funding consists of:

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- £1m one off funding in corporate provisions set aside to provide the Children and Young People’s Directorate with time to fully deliver savings as part of the sufficiency strategy.
- £1.1m corporate budget set aside to fund inflation during 2022/23. It should be noted that inflation awards have not been fully made across services and therefore the monitoring position may worsen once these are made.
- £1m of budgeted reserve funding to partially fund the pressure on the General Fund due to the increase in energy prices.
- £4.5m of unbudgeted reserve funding to meet the anticipated pay award over and above the budgeted level for 2022/23, this will need to be met on an ongoing basis as part of budget setting for 2023/24.

**Table 1 – General Fund Outturn Position for 2022/23 at Period 4**

General Fund	Net Budget	Net Forecast	Period 4 Variance	Period 2 Variance	Movement since Period 2
	£m	£m	£m	£m	£m
Children & Young People	61.1	64.8	3.7	3.0	0.7
Community Services	82.4	85.6	3.2	1.9	1.3
Housing, Regeneration and Public Realm	21.6	27.1	5.5	2.5	3.0
Corporate Resources	31.9	37.6	5.7	2.7	3.0
Chief Executives	11.7	11.7	0.0	0.0	0.0
<b>Directorate Totals</b>	<b>208.7</b>	<b>226.8</b>	<b>18.1</b>	<b>10.1</b>	<b>8.0</b>
Covid Funding	0.0	(4.0)	(4.0)	(4.0)	0.0
Reserves	0.0	(5.5)	(5.5)	(1.0)	(4.5)
Corporate Items	39.5	37.4	(2.1)	(1.0)	(1.1)
<b>Corporate Budget Totals</b>	<b>39.5</b>	<b>27.9</b>	<b>(11.6)</b>	<b>(6.0)</b>	<b>(5.6)</b>
<b>Total</b>	<b>248.2</b>	<b>254.7</b>	<b>6.5</b>	<b>4.1</b>	<b>2.4</b>

4.2 The reported pressures are detailed further in paragraphs 6-10 with Section 11 containing an explanation of any further financial risks not included within the reported positions.

4.3 Below is a summary of the key movement between Period 2 and 4:

**Children and Young People:** An adverse movement of £0.7m due to recruitment challenges in Education Psychology leading to increased agency usage and a staffing pressure of £0.5m. The remainder relates to a £0.3m increase in demand on Continuing Care due to the level of complexity and associated costs of children with complex needs. Both of these were pressures in prior years which were contained within service budgets. There has been a minor improvement of £0.1m on Children’s Social Care placement costs.

- **Communities:** An adverse movement of £1.3m largely due to a £1m pressure on energy costs across the Council’s contract with GLL, the Glassmills Leisure centre and other buildings within the Directorate. £0.4m of these costs were shown within the Corporate Resources position in Period 2 but have been apportioned out to the service where the costs are being incurred. There is also a £0.1m income shortfall on both Community Centres and Libraries as well as a £0.1m pressure on the contribution to the Coroners Court Consortium.
- **Housing, Regeneration and Public Realm:** An adverse movement of £3m due to £0.9m

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demand risk on Temporary Accommodation realising as a financial pressure (previously shown as a financial risk within Section 11), a Highways and Transport budget pressure of £0.8m, £0.8m pressure on energy costs which were previously shown within the Corporate Resources position but have now been allocated out to the Directorates where the costs are incurred, £0.4m of costs incurred providing an enhanced fly tipping service across the borough and a £0.1m income shortfall within Regeneration.

- **Corporate Resources:** An adverse movement of £3m. A pay award offer has been presented for 2022/23 that the Unions are to put to their membership, if accepted this will add a £4.5m pressure to the budget, the impact of which is shown within Corporate Resources and is funded from reserves in 2022/23. This is included within the updated MTFS for 2023/24, as permanent savings will need to be found to fund this on an ongoing basis. This is partially negated by £1.2m of energy costs which are now shown across Directorates (within Communities and Housing, Regeneration and Public Realm and a £0.3m improvement on Residents and Business Services due to £0.2m reduction in supported accommodation costs and £0.1m due to an improved position on responsive repairs.
- **Corporate Budget:** £4m of covid grant funding is being utilised to mitigate the impact of legacy covid related expenditure, £1m of corporate provision was set aside in 2022/23 only to fund the pressure on Children's Social Care while the sufficiency strategy embeds and £1m of reserve funding was set aside to mitigate some of the impact of energy tariff increases, both of these were agreed as part of the budget setting process for 2022/23. Since Period 2, the use of reserves has increased by £4.5m to cover the anticipated impact of the proposed pay award and a further £1.1m of funding held corporately to cover inflationary pressures has been included within the reported position.

4.4 The table below shows the service pressures for 2022/23 broken down by type, highlighting those that are expected to reoccur on an ongoing basis and have therefore been considered as part of an exercise to review the MTFS budget gap for 2023/24.

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**Table 2 – Period 4 Monitoring Pressure by type**

Period 4 Monitoring Pressure by Type	Children & Young People	Community Services	Housing, Regeneration and Public Realm	Corporate Resources	Total	Pressure included in 2023/24 Budget Gap
	£m	£m	£m	£m	£m	£m
Children's Social Care	1.7				1.7	0
Children's Transport	1.7				1.7	1.7
Education	0.8				0.8	0
Adult Social care		1.9			1.9	0.0
Energy		0.9	0.8	1.0	2.7	0.0
Temporary Accommodation			2.9		2.9	2.9
Highways and Transport			0.8		0.8	0.0
Fly Tipping			0.4		0.4	0.4
Pay Award				4.5	4.5	4.5
Revenue's and Benefits Restructure				0.6	0.6	0.0
Other	-0.5	0.4	0.6	-0.4	0.1	0.0
<b>Directorate Totals</b>	<b>3.7</b>	<b>3.2</b>	<b>5.5</b>	<b>5.7</b>	<b>18.1</b>	<b>9.5</b>

4.5 Since the initial budget gap of £10m was identified in June 2022, further work has been done to review the assumptions around unachievable savings, demand pressures and inflation for 2023/24. The level of projected inflation for 2023/24 is higher than had previously been anticipated, as are the level of pressures which will need to be funded (as per table 2 above), due in part to the need to permanently fund the anticipated pay award for 2022/23. The council is also having to fund significant 2022/23 cost pressures from reserves within the Period 4 2022/23 budget monitoring position, due to the impact of increased energy costs and the 2022/23 impact of the potential pay award.

4.6 The impact of the review has grown the budget gap for 2023/24 from £10m to £12.9m (an increase of £2.9m), with the energy tariff risk for 2023/24 being held corporately to be funded from reserves. This means it is even more important that the £8.2m of at risk savings detailed in table 4 below are delivered and that budgets continue to be tightly managed. There is also less corporate headroom to support investment and growth so services will have to re-prioritise in 23/24.

## 5.0 SAVINGS DELIVERY

5.1 At the start of 2022/23 there were £5.6m of savings from 2020/21 and £8.4m of savings from 2021/22 which were yet to be delivered. These alongside £11.8m of savings need to be delivered during 2022/23, as set out in table 3 below, with the individual savings listed in Appendix 1:

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**Table 3 - Savings to be delivered by Directorate**

Savings to be delivered by Directorate	2020/21 £m	2021/22 £m	2022/23 £m	Totals £m
Children & Young People	1.3	0.7	3.7	5.7
Community Services	2.9	7.0	2.8	12.7
Housing, Regeneration and Public Realm	1.2	0.0	3.7	4.9
Corporate Resources	0.2	0.7	1.4	2.3
Chief Executives	0.0	0.0	0.2	0.2
<b>Totals</b>	<b>5.6</b>	<b>8.4</b>	<b>11.8</b>	<b>25.8</b>

- 5.2 An part of monthly monitoring an assessment of the deliverability of these savings has been undertaken. The table below shows savings which at this stage are not expected to be delivered during 2022/23, but delivery is expected in 2023/24. The £8.2m of delayed delivery is factored into the reported pressure in Section 4 and services are committed to striving to deliver these savings and where this is not possible they have been highlighted as part of Budget Setting work for 2023/24.

**Table 4 –Savings at risk by Directorate**

Savings At Risk by Directorate	2020/21 £m	2021/22 £m	2022/23 £m	Totals £m
Children & Young People	0.7	0.0	0.7	1.4
Community Services	0.4	4.2	0.6	5.2
Housing, Regeneration and Public Realm	0.6	0.0	0.4	1.0
Corporate Resources	0.0	0.2	0.4	0.6
Chief Executives	0.0	0.0	0.0	0.0
<b>Totals</b>	<b>1.7</b>	<b>4.4</b>	<b>2.1</b>	<b>8.2</b>

## 6.0 CHILDREN AND YOUNG PEOPLE DIRECTORATE

- 6.1 The Children and Young People Directorate (CYP) are reporting an overspend of £3.7m, an adverse movement of £0.7m since Period 2, as detailed in the table and paragraphs below. It should be noted that the above reported position is before a budgeted £1m drawdown from corporate funding.

**Table 5 – Children & Young People Directorate Period 4 Forecast**

Children and Young People Directorate Projected Outturn	Net Budget	Net Forecast	Period 4 Variance	Period 2 Variance	Movement since Period 2
	£m	£m	£m	£m	£m
Children's Social Care	52.0	53.7	1.7	1.8	(0.1)
Education Services	13.4	15.9	2.5	1.7	0.8
Family, Quality Commissioning	(2.1)	(2.6)	(0.5)	(0.5)	0.0
Schools	(2.2)	(2.2)	0.0	0.0	0.0
<b>Total</b>	<b>61.1</b>	<b>64.8</b>	<b>3.7</b>	<b>3.0</b>	<b>0.7</b>

- 6.2 **Children's Social Care:** The projected pressure is £1.7m, marginally improved from the

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£1.8m reported at Period 2. There are currently 463 Children Looked After (CLA) at the end of July 2022, compared to 459 CLA's in July 2021. This number fluctuates as children enter and leave care but has been broadly consistent over the past 12 months. Placements is a demand led budget with the cost of individual placements dependent on the needs of the child. Through positive intervention measures put in place during 2019/20, it is estimated that by the end of 2022/23, the service will have avoided an additional 94 children coming into care at an estimated full year cost of £5.4m. The above forecast assumes savings delivery of £3.1m across placements and staffing, with £1.4m currently showing as unachieved, however the service are striving to deliver these within 2022/23 which would improve the reported position above.

- 6.3 **Education Services:** The Period 4 position is a £2.5m pressure, an adverse movement of £0.8m from Period 2. This is due to recruitment challenges in Education Psychology leading to increased agency usage of £0.5m and £0.3m due to the ongoing increase in demand on Continuing Care due to the level of complexity and associated costs of children with complex needs. Both of these were pressures in prior years which were contained within service budgets. There is a £1.7m overspend on Home to School transport (£1.4m pressure on taxi's and £0.3m on passenger services) based on the current number of children being transported and routes being delivered, this is unchanged from Period 2. The number of Children being transported to schools by taxi's has more than doubled since 2019/20 with the percentage of Children being transported out of borough (longer, more costly journeys) also increasing. There is a risk of further costs as detailed in section 11 below. It should be noted that the costs for 2022/23 will be more certain in October once the academic year has commenced as the transport routes are agreed each September/October.
- 6.5 **Family, Quality Commissioning:** £0.5m underspend, unchanged from Period 2. The projected underspend is based on a combination of staff vacancies currently in place as the service implements its transition from Early Help to Family, Quality and Commissioning. The service delivery has been reviewed and a restructure was undertaken however some elements are yet to fully implemented leading to posts still being vacant, some underspends are arising from more robust commissioning intentions and also reduced demand. As part of national strategies focused on early intervention Lewisham has been allocated a minimum of £3.9m of Family Hubs and Start for Life grant to be utilised on relevant expenditure during 2022/23 to 2024/25. The grants are outcomes based with clear grant conditions.

## 7.0 COMMUNITY SERVICES DIRECTORATE

- 7.1 The Community Services Directorate are reporting an overspend of £3.2m, an adverse movement of £1.3m since Period 2, as detailed in the table and paragraphs below. It should be noted £0.4m of this pressure relates to energy costs which were shown in the Corporate Resources position in Period 2 but have been allocated to the service that incur the expenditure for Period 4.

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**Table 6 – Community Services Directorate Period 4 Forecast**

Community Services Directorate Projected Outturn	Net Budget	Net Forecast	Period 4 Variance	Period 2 Variance	Movement since Period 2
	£m	£m	£m	£m	£
Adults' Social Care	63.4	65.3	1.9	1.9	0.0
Integrated Commissioning	7.5	7.5	0.0	0.0	0.0
Public Health	(0.8)	(0.8)	0.0	0.0	0.0
Communities, Partnerships and Leisure	8.8	10.0	1.2	0.0	1.2
Culture, Learning and Libraries	3.5	3.6	0.1	0.0	0.1
<b>Total</b>	<b>82.4</b>	<b>85.6</b>	<b>3.2</b>	<b>1.9</b>	<b>1.3</b>

7.2 **Adult Social Care:** A pressure of £1.9m is reported, unchanged from Period 2, due to the delayed delivery of savings related to care packages as well as pressures from children transitioning to Adulthood and hospital discharge. This is based on the level of commissioned care on Controcc at Period 4 with adjustments made for anticipated further in year demand and inflationary increases, as well as adjustments for any health funding or savings delivered over the course of 2022/23.

7.3 There are early signs of the impact of work done in partnership with Newton Europe to both improve productivity and also outcomes for people using our Enablement Service and also help to reduce or delay long term care placements. This comes at a time when the NHS recovery plans mean pressure on service remains very high.

7.4 **Communities Partnerships & Leisure:** A pressure of £1.2m is now being reported for the service in Period 4, largely due to the impact of tariff increases on Electricity and Gas. There is a energy tariff pressure on the main Leisure Contract arrangement with Greenwich Leisure Ltd of £0.6m and a further pressure of £0.4m due to largely to increases on the Glassmills Leisure centre, which sits outside of the main contract.

7.5 There is a further pressure of £0.2m within the Service:

- £0.1m shortfall in relation to hire and rental income for Community Centres, the activity levels have not returned to pre Covid levels.
- £0.1m pressure on Bereavement Services in relation to the contribution to the Coroners' Court Consortium arrangements which is a multi borough scheme.

7.6 **Culture, Learning and Libraries:** A pressure of £0.1m is reported for the service as a result of an income shortfall for the Libraries Service where the level of income from photocopying, hires and fines has not recovered to pre COVID levels.

## 8.0 HOUSING, REGENERATION AND PUBLIC REALM

8.1 The Housing, Regeneration and Public Realm Directorate are reporting an overspend of £5.5m, an adverse movement of £3m since Period 2, as detailed in the table and paragraphs below. It should be noted £0.8m of this pressure relates to energy costs which were shown in the Corporate Resources position in Period 2 but have been allocated to the service that incur the expenditure for Period 4.

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**Table 7 – Housing, Regeneration and Public Realm (HRPR) Directorate Period 4 Forecast**

Housing, Regeneration and Public Realm Projected Outturn	Net Budget	Net Forecast	Period 4 Variance	Period 2 Variance	Movement since Period 2
	£m	£m	£m	£m	£m
Strategic Housing	3.8	6.7	2.9	2.0	0.9
Public Realm	17.6	19.7	2.1	0.2	1.9
Regeneration	(0.5)	0.0	0.5	0.3	0.2
Planning	0.7	0.7	0.0	0.0	0.0
<b>Total</b>	<b>21.6</b>	<b>27.1</b>	<b>5.5</b>	<b>2.5</b>	<b>3.0</b>

- 8.2 **Strategic Housing:** £2.9m pressure on Temporary Accommodation, an adverse movement of £0.9m from Period 2, after the application of available grant funding. This increase is due to £0.9m of demand pressure which were noted as risks in the Period 2 report. £2.1m of the forecast overspend is due to the increase in the numbers of people accommodated in temporary accommodation, and more specifically in nightly paid accommodation which has risen from 745 at the start of April 2021 to 1,034 at the end of July 2022. The monthly average number of service users accommodated for financial year 2021/22 was 866. The current monthly average for 2022/23 is 1,011. This increase in numbers has put pressure on the recharges for Housing Benefit payments which have exceeded the caps and limits (otherwise known as HB limitation recharges) and therefore not payable through the DWP Housing Benefit claim. The remaining £0.8m relates to payments made to Landlords to maintain housing arrangements to reduce the demand on Temporary Accommodation and the repairs costs on stock over and above the budgeted level.
- 8.3 **Public Realm:** A pressure of £2.1m is arising due to increased costs and pressures across the service. The Street Environment Service (SES) is reporting a projected overspend of £0.4m in relation to the cost of an enhanced Fly Tipping Service and Highways and Transport have a budget pressure of £0.8m. There are increased energy costs of £0.7m largely relating to Street Lighting as a result of higher tariff costs which was reported under Corporate Resources in Period 2 but has been allocated out to the services who pay the bills. Finally there is also a £0.2m pressure on fuel costs (previously reported in Period 2), these will be incurred by the different divisions using Fleet Services but is shown under Public Realm until they are apportioned out.
- 8.4 **Regeneration:** There is a £0.3m pressure on the Copperas Street saving due to a change in the delivery plans, this will be achieved in 2023/24. There is further pressures of £0.1m on rental income following the sale of properties within the portfolio, alongside a £0.1m increase in energy costs.
- 8.5 **Planning:** The Planning Service is currently forecast to end the year with a balanced budget position. The service is continuing to experience staffing pressures with staffing costs increasing across London due to demand for planning, urban design and conservation staff. Alongside this, with cost of living increases it is anticipated that fee income may reduce as less people are in a position to undertake development, this will be monitored throughout the year. Government proposals which would increase burdens on local planning authorities through the Levelling Up Bill remain a risk that could increase costs within the service.

## 9.0 CORPORATE RESOURCES DIRECTORATE

- 9.1 The Corporate Resources Directorate are reporting an overspend of £5.7m, an adverse

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movement of £3m since Period 2, as detailed in the table and paragraphs below.

- 9.2 Since Period 2, the impact of the anticipated £4.5m pressure based on the proposed pay award offer for 2022/23 is shown within Corporate Resources, this is funded from reserves until the necessary savings are agreed when setting the 2023/24 budget to permanently fund this cost. This is partially negated by £1.2m of energy costs which are now shown across the Directorates (within Communities and Housing, Regeneration and Public Realm) and a small underspend across the rest of the Directorate.

**Table 8 – Corporate Services Directorate Period 4 Forecast**

Corporate Resources Projected Outturn	Net Budget	Net Forecast	Period 4 Variance	Period 2 Variance	Movement since Period 2
	£m	£m	£m	£m	£m
Assurance	2.6	2.4	(0.2)	0.0	(0.2)
Financial Services	5.5	5.5	0.0	0.0	0.0
Resident & Business Services	16.6	17.9	1.3	2.7	(1.4)
IT & Digital Services	7.9	8.0	0.1	0.0	0.1
Reserves	(0.7)	3.8	4.5	0.0	4.5
<b>Total</b>	<b>31.9</b>	<b>37.6</b>	<b>5.7</b>	<b>2.7</b>	<b>3.0</b>

- 9.3 **Assurance:** The service has an underspend of £0.2m due to staff vacancies across the teams, an improvement of £0.2m since Period 2.
- 9.4 **Financial Services:** A balanced position is forecast at Period 4, unchanged from Period 2.
- 9.5 **Residents and Business Services:** In Period 2 a pressure of £2.7m was reported, of which £1.2m related to energy pressure which are now reported in the Directorates that incur the costs (Communities and Housing, Regeneration and Public Realm), which is the majority of the £1.4m improvement since Period 2. An energy pressure of £1m is shown within the Energy Team due to the financial impact of tariff increases on buildings paid for by Corporate Resources. There is a further £0.6m pressure on Revenue's and Benefit's as the service restructure has been delayed due to additional workload arising from the administration of several central government grants including the Council Tax Energy Grant, Household Support fund and Covid Additional Relief Fund (CARF). There is a £0.3m improvement due to £0.2m underspend due to the reduction in supported accommodation costs and £0.1m due to an improved position on responsive repairs.
- 9.6 **IT and Digital Services:** The overspend of £0.1m is due to unbudgeted membership subscriptions, recruitment costs and a shortfall in web communication budget, this is an adverse movement of £0.1m since Period 2.
- 9.7 **Reserves:** The £4.5m pressure due to the anticipated staffing pay award being higher than the level budgeted is shown here.

## 10. CHIEF EXECUTIVES DIRECTORATE

- 10.1 The Chief Executive's Directorate are reporting a balanced position at Period 4.

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**Table 9 – Chief Executive’s Directorate Period 4 Forecast**

Chief Executive's Projected Outturn	Net Budget	Net Forecast	Period 4 Variance	Period 2 Variance	Movement since Period 2
	£m	£m	£m	£m	£m
Assistant Chief Executive	7.5	7.5	0.0	0.0	0.0
Law, Governance & Elections	4.2	4.2	0.0	0.0	0.0
<b>Total</b>	<b>11.7</b>	<b>11.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**11. GENERAL FUND RISKS**

11.1 The table below shows the identified risks which are not certain to materialise but are significant in terms of financial impact.

**Table 10 – General Fund Risks**

General Fund	Council Tax	Temp Accom	Comm Waste Income	Transport	Total
	£m	£m	£m	£m	£m
Children & Young People	0.0	0.0	0.0	0.4	0.4
Community Services	0.0	0.0	0.0	0.0	0.0
Housing, Regeneration and Public Realm	0.0	0.5	0.4	0.0	0.9
Corporate Resources	0.0	0.0	0.0	0.0	0.0
Chief Executives	0.0	0.0	0.0	0.0	0.0
Council Wide	1.5	0.0	0.0	0.0	1.5
<b>Directorate Totals</b>	<b>1.5</b>	<b>0.5</b>	<b>0.4</b>	<b>0.4</b>	<b>2.8</b>
Covid Funding	0.0	0.0	0.0	0.0	0.0
Inflation Funding held centrally	0.0	0.0	0.0	0.0	0.0
<b>Corporate Budget</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total</b>	<b>1.5</b>	<b>0.5</b>	<b>0.4</b>	<b>0.4</b>	<b>2.8</b>

11.2 **Collection Fund:** Collection rates for Council Tax may be impacted due to the challenging economic times, especially if unemployment rises significantly. This would put income budgets under pressure, a 1% reduction in collection rates compared to the budgeted level of income is £1.5m.

11.3 **Temporary Accommodation:** An additional £0.5m risk is highlighted over and above the £2.9m pressure include within the monitoring position resulting from unpaid rent on tenant and prior tenant accounts. The service are reviewing these accounts and seeking to recover the debt where possible but there is a significant risk that not all will be recovered.

11.4 **Commercial Waste:** There is a risk that £0.4m of Commercial Waste income will not be achieved due to companies ceasing trading or no longer using the service as a result of Covid. The service is currently engaging with businesses to increase take up of the service.

11.5 **Transport:** The pressure included within the reported position above is based on the current level of demand and cost of service. Based on historic trend date, each September the children transported increase by approx. 90, this coupled with inflationary increases in

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taxi driver costs and passenger services costs due to fuel and wage increases for taxi drivers present a further risk. The service are working hard to mitigate this risk by bringing into use further in borough provisions which should have a favourable impact on the financial risk above. A Transport Board has set up that includes representatives from the service, finance and Passenger service reviewing routes and considering options to reduce costs whilst maintaining service standards for the user.

## Unquantified Risks Being Monitored

- 11.6 **Energy Care Homes:** There is a risk of an increased ask from Care Homes for inflation in both Adults and Children's Social Care due to the energy tariff price increases.
- 11.7 **Planning:** The land charges function will be moving to the land registry in the financial year 2023/24 with work taking place to support that migration over the next 18 months. This migration is likely to affect the level of income received by the Council. There could be a risk of £0.4m on income levels in 2023/24.
- 11.8 **Collection Fund:** Collection rates for Business rates may be impacted due to the challenging economic times, which will put income budgets under pressure, especially if unemployment rises significantly. An allowance of £3m has been made in the budget for a shortfall, however there is a risk this could be higher.
- 11.9 **Market failings for Children Social Care placements:** The impact of reduced availability of adequate provision and a cost increase for the provision available.
- 11.10 **General inflationary costs:** The impact of general inflation (CPI currently 10.1%) on the £200m of goods and services procured each year by the Council (revenue) and £200m planned capital programme spend. The known impact of this is reflected in the reported position above, however as costs continue to increase further pressures may emerge.
- 11.11 **Cost of capital programme slippage:** Costs which are then borne in full in year on revenue budgets rather than being capitalised over the life of the asset.
- 11.12 **Leisure PFI:** There is a further potential pressure in relation to Downham Healthy Lifestyles Centre where 1Life the operators of the site under the PFI contract have begun the benchmarking process afforded to them within the overarching contract – on both income and utilities. 1Life have formally called the benchmarking process but are willing to try to reach a negotiated solution with the council. A figure of £0.6m has been suggested at this stage however this is only included as a risk at this stage, as it is subject to negotiation.
- 11.13 **Pension Fund:** The tri annual valuation of the pension fund may lead to an increase or decrease in the valuation which will impact the council's financial position.
- 11.14 **CPI Impact of Rent Setting and Fees & Charges Setting:** The rent for the council's housing stock is usually calculated at CPI plus 1% and fees and charges are normally inflated by CPI. The ability to do both is unlikely given CPI is at 10.1% which may lead to financial pressure as the cost of delivering services continues to rise.

## 12. DEDICATED SCHOOLS GRANT

- 12.1 The final DSG post recoupment and revision to Early Years Block is shown in the table below. A pressure of £4m is reported on the High Needs block which is further broken down as; £2m full year effect of the increased placement cost in 2021/22 and £2m being the part year cost of increased provision in special schools and resource basis. It should be noted that the main placement activity occurs post September as placements are largely driven on academic year basis so there will be more certainty on the forecast during September/October. The final position for Early Years funding showed an additional

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allocation of £0.3m and the Early Years block underspent by £0.7m in 2021/22 which therefore means a potential £1m that could be applied to mitigate some of the pressures in the high needs block.

**Table 11 – DSG Projected Outturn 2022/23**

<b>DSG Projected Outturn</b>	<b>Schools block £m</b>	<b>Central school services block £m</b>	<b>High needs block £m</b>	<b>Early years block £m</b>	<b>Total DSG allocation £m</b>
Gross	177.3	3.7	69.6	24.5	275.1
In year Virements	(0.7)	0.0	0.7	0.0	0.0
General Fund Resources	0.0	0.5	0.0	0.0	0.5
<b>DSG Budget</b>	176.6	4.2	70.3	24.5	275.6
Expenditure	176.6	4.2	74.3	24.5	279.6
<b>Total Spend</b>	176.6	4.2	74.3	24.5	279.6
<b>Variance</b>	0.0	0.0	4.0	0.0	4.0

- 12.2 The Directorate is currently working towards a mitigation plan supported by Schools forum to reduce the £10.4m deficit, as well as the in year £4m pressure. The mitigation plan is currently in its third year of embedding which includes creating more in-house capacity both in special schools and resources basis. The position is not unique to Lewisham, we are currently commencing discussions with the Department for Education (DfE) to progress as part of the DfE safety value scheme. This is the second wave of the initiative and will include approx. 50 other LA's. The main challenges continue to be
- 0-5 year olds as more children are diagnosed with specialist need. This will require early intervention and support to prevent long term need for Education, Health and Care Plan (EHCP).
  - Post 16 /Further Education, continuing increase in numbers staying on to full time /part time education up to 25.
  - In borough provision, currently working with schools to create capacity to place more pupils in borough. This has included expansions to special schools and the creation of more targeted resource basis.
- 12.3 It should be noted that the first two bullet points reflect the underfunded nature of the high needs block since the extension of the statutory age from 5 to 18, to 0 to 25. The DfE is aware of the challenges and has provided additional funding over the last 3 years, whilst the funding is welcomed, the demand continues to outstrip the available funding. This is despite an overall reduction in pupil numbers of approx.1,500.
- 12.4 The Government is currently consulting on SEND changes which is expected to be followed by a SEND funding paper. The concern here is that the proposals to further support the needs of young people could again result in greater cost implications. It should be noted that there is an associated budget pressure on the General Fund for transport related costs.
- 12.5 The Schools Central Services Block continues to remain under pressure with changes to funding at the national level. CYP is currently reviewing services provided within the block. As part of the MTFS, £0.5m was allocated to support the fall out of grant funding in the current year.

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12.6 Table 12 shows the cumulative position for the DSG across the various funding blocks:

**Table 12 – DSG Overall Position**

DSG Overall	Schools block £m	Central school services block £m	High needs block £m	Early years block £m	Total DSG allocation £m
DSG Projected Variance 2022/23	0.0	0.0	4.0	0.0	4.0
DSG Variance 2021/22	0.0	0.0	5.4	(0.8)	4.6
DSG Variance Prior Years	(0.4)	(0.3)	5.0	(1.5)	4.6
<b>Balance Carry Forward</b>	<b>(0.4)</b>	<b>(0.3)</b>	<b>14.4</b>	<b>(2.3)</b>	<b>13.2</b>

- 12.7 **Schools Block:** £0.4m balance from previous years, however this is required to support in year growth for secondary bulge and any targeted support for Term time only (for schools in deficits as agreed with schools forum).
- 12.8 **Central School Services Block (CSSB):** As agreed with Schools Forum circa £0.3m remains unused from prior year which will be required to support costs associated within CSSB whilst the service undertakes transformation.
- 12.9 **High Needs Block:** There is currently a cumulative deficit of £10.4m, with a forecast of a further £4m during 2022/23.
- 12.10 **Early Years Block:** There is the potential for the Early Years underspend to be applied to mitigate up to £1.0m of the deficit.
- 12.11 It should be noted that at present the DSG remains a ringfenced deficit and Lewisham is part of the “delivering better value programme” sponsored by the DfE. From 2023/24, changes in accounting practice will mean the DSG deficit is no longer ringfenced, meaning the deficit would be considered as part of the councils overall financial position.

### 13.0 HOUSING REVENUE ACCOUNT

- 13.1 The table below sets out the current budget for the Housing Revenue Account (HRA) in 2022/23. The current forecast is for an overspend of £4.3m which is related to the charging of major works at properties for leasehold tenants which is forecast to be lower than the budgeted level by £5.6m, this is partially negated by £1m lower bad debt impairments compared to the budget as well as £0.3m small underspends on water charges. The balanced HRA net budget seen in the table below includes a budgeted contribution from reserves, which is to be used to fund the HRA major works and new supply programme and is included as a part of the 30 year HRA business plan. The HRA budget will be revised in September to take account of the final closing position for 2021/22 as well as updating stock numbers and forecast income, expenditure carry forwards and loss of stock.

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**Table 13 – Housing Revenue Account**

Housing Revenue Account	Net Budget	Net Forecast	Period 4 Variance	Period 2 Variance
	£m	£m	£m	£m
Housing, Regeneration and Public Realm – Housing	13.4	13.5	0.1	0.0
Lewisham Homes & Repairs & Maintenance	39.9	39.9	0.0	0.0
Resources	1.8	1.8	0.0	0.0
Centrally Managed Budgets	(55.1)	(50.9)	4.2	0.0
<b>Total</b>	<b>0.0</b>	<b>4.3</b>	<b>4.3</b>	<b>0.0</b>

- 13.2 There is a significant income target from the charging of major works at properties for leasehold tenants of £6m, which is based on the General Capital programme allocation of £83.4m. Work undertaken on a leaseholder property is currently charged to the leaseholder upon completion, as opposed to being based on estimates. This is being reviewed now that new long-term contracts are in place and planned works can be programmed effectively allowing bills to be raised based on estimates. As at the end of July 2022, a total of £0.4m of charges have been raised to leaseholders. Lewisham Homes Finance have advised that this should be used as the forecast income level for 2022/23, which is a shortfall of £5.6m against the budgeted position. There are ongoing discussions with Lewisham Homes to provide data relating to bills to be raised for prior year's works with the aim of ensuring bills are raised in financial year 2022/23.
- 13.3 Whilst income from tenant's rents and service charges, garage rents and leaseholder service charges is being projected to budget, it would be expected that additional income may arise due in part to void levels being lower than current budgeted rates, and the completion of the leaseholder service charge audit in September 2022. In addition, bad debt impairments charge to the HRA are forecast to be £1m lower than budgeted, based on the current levels of debt projected forward for the remainder of the financial year.
- 13.4 The Thames Water refunds to both current and former tenant accounts has reduced the level of arrears and the resulting impairment charge. There is a small underspend on water charges of £0.3m which is partially mitigating the income shortfall detailed above. Whilst energy costs underspent in 2021/22 by £0.6m, cost price increases have put additional pressure in this area. The current revenue allocation in 2022/23 is £3.2m. The current forecast is £4.2m which is an overspend of £1.0m, however budgets will be revised next month and there is an energy reserve of £1.0m which may be called upon if necessary
- 13.5 Repairs & Maintenance (R&M) is currently forecast to budget, but it should be noted that R&M overspent by £9.6m in 2021/22. Updated forecasts will be provided next month when the 2022/23 updated programme data for the year is available. If any pressures arise in this area, it would be expected that there would be either a compensatory reduction in the Capital programme or costs within the revenue stream are recharged to Capital where appropriate, as these would help to mitigate any overspends which may arise.
- 13.6 The current 30 year HRA financial model has been refreshed, with the final outturn for 2021/22 as well as the latest updates for the general capital programme, revised stock numbers and reserve allocations incorporated into the plans. Budgets will be updated next month to reflect starting stock numbers from 1 April 2022, as well as incorporating the latest consolidation update for the new supply programme to reflect the latest position. The

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revisions to the budgets will be agreed and processed and may push some of the planned capital and new supply expenditure into 2023/24 due to a re-programming of works and programme delays.

- 13.7 The 2022/23 updated capital programme will be available from next month. Any underspends or slippage in the programme will be used to cover for any overspend in R&M or be re-profiled to 2023/24. Lewisham Homes have produced a Period 4 forecast for the HRA element of the BfL programme. The current allocation is £41.0m and the Period 4 forecast is £40.6m. However, budgets will updated with the latest programme consolidation, including newly approved schemes, when available and re-profiled accordingly. Underspends and/or re-profiling of the budgets may result in a lower than forecasted revenue capital contribution. This is not yet included in the current forecasts.

## 14.0 COLLECTION FUND

### Council Tax

- 14.1 As at 31 July, £58.6m of Council Tax has been collected representing 34.3% of the total amount due for the year. This is £1.4m below the 35.1% target required in order to reach 95% for the year.

**Table 14 - Council Tax Collection Fund**

Council Tax	Cash Collected (cumulative)	Cash needed to meet 95% Profile	Difference between collected and 95% profile	Current Year Collection Rate%	Required Collection Rate to reach 95%	Difference	2021/22 % Collected
Apr-22	17,397,272	18,376,158	978,885	10.23%	10.81%	0.58%	10.59%
May-22	31,588,028	31,824,427	236,399	18.58%	18.71%	0.13%	18.41%
Jun-22	44,519,536	45,647,028	1,127,492	26.09%	26.75%	0.66%	26.31%
Jul-22	58,551,308	59,939,292	1,387,984	34.26%	35.08%	0.82%	34.14%

### Business Rates

- 14.2 As at 31 July, £30m of Business Rates has been collected representing 44.8% of the total amount due for the year. This is £0.6m below the level required in order to reach 99% for the year.

**Table 15 – Business Rate Collection**

Business Rates	Cash Collected (cumulative)	Cash needed to meet 99% Profile	Difference between collected and 99% profile	Current Year Collection Rate%	Required Collection Rate to reach 99%	Difference	2021/22 % Collected
Apr-22	9,024,446	8,058,757	(965,689)	13.3%	11.9%	-1.42%	2.8%
May-22	15,211,611	17,861,362	2,649,751	22.4%	26.3%	3.90%	12.0%
Jun-22	20,598,053	24,762,086	4,164,033	30.4%	36.5%	6.14%	23.0%
Jul-22	30,014,179	30,576,325	562,146	44.8%	45.6%	0.80%	32.1%

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## 15.0 CAPITAL EXPENDITURE

15.1 The current budgeted capital programme totals £642.5m. This is made up of £100.3m of General Fund budget and £542.2m of Housing Revenue Account (HRA) budget, profiled over 5 years. This is detailed in Table 16.

**Table 16 Approved Capital Budgets**

Capital Expenditure	Budgets					
	2022/23	2023/24	2024/25	2025/26	Future Years	Total
	£m	£m	£m	£m	£m	£m
<b>TOTAL GENERAL FUND</b>	56.7	28.6	4.3	10.7	0.0	<b>100.3</b>
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	173.4	140	125.6	86.5	16.7	<b>542.2</b>
<b>TOTAL PROGRAMME</b>	<b>230.1</b>	<b>168.6</b>	<b>129.9</b>	<b>97.2</b>	<b>16.7</b>	<b>643.5</b>

5.2 The budget for 2022/23 is £230.1m, the High Value General Fund capital projects are detailed below in table 17.

**Table 17 High Value Capital Projects 2022/23**

Directorate	Project / Programme	2022/23 £m
CYP	Greenvale school	2.1
HRPR - Regen	Resurfacing Works (BVR)	2.6
HRPR - Regen	Corporate Estate Maintenance Programme 2021-2023	23.5
HRPR - Regen	Broadway Theatre – Works	6.2
HRPR - Regen	Lewisham Gateway ( Phase 2)	28.7
HRPR - Cust	Edward Street Development (PLACE / Deptford )	76.1
HRPR - Cust	Temporary Accommodation - Mayow Rd	58.9
<b>Total</b>		<b>198.1</b>

5.3 An update on each high value scheme is provided below:

5.4 **Greenvale school:** The anticipated final cost of the Greenvale School Expansion project is £11.04m which will deliver a new secondary special education needs school building for 93 students. The project is due for completion on Wednesday 31st August 2022 and the building is scheduled to open to students from Wednesday 7th September, both dates are on track to be met.

5.5 **Resurfacing Works (BVR):** The Council's Highways Group Service is currently updating its inventory of highway assets and conducting road condition surveys borough wide, in renewed efforts to ensure best value applies and that the worst roads in the Borough are prioritised for treatment. The 2022/23 Highways & Bridges Carriageway Resurfacing and Footway Renewal capital programme is estimated at £2.5m and will be delivered in the third and fourth quarter of the current financial year.

5.6 **Corporate Estate Maintenance Programme (CEMP) 2021-2023:** CEMP phase one works consists of three contracts. Contract 1 works (to buildings at the three cemeteries) commenced in August and is scheduled for 6 months, Contract 2 (Bellingham CC, Bellingham Gateway & Home Park Playground) went out to tender in June and a contract will be awarded in late September with works to commence in October/November. Contract 3 (Lewisham Irish Community Centre, Sydenham CC & Grove Park ALC) went out to

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tender in July and a contract will be awarded in late September with works to commence in November/December. The schedule of works for Phase two sites (Rockbourne, Honor Oak, Manor House, Lochaber Hall & Ladywell Fields) has been prepared and, once verified, the contract will go out to tender in September/October. Phase three sites are being confirmed and schedules of work are being prepared. This will go out to tender in early 2023.

- 5.7 **Broadway Theatre – Works:** The Broadway Theatre Works project will address the urgent health and safety, mechanical and electrical, Disability Discrimination Act and compliance requirements within the building, along with the overdue upgrade/refurbishment of identified areas throughout the building. The contract is in delivery for completion in November 2022.
- 5.8 **Lewisham Gateway (Phase 2):** Lewisham Gateway is a public-sector led development project between Greater London Authority Land and Property Limited (GLAP) (previously the LDA), Transport for London (TfL), TfL Buses (London Bus Services Limited) and the London Borough of Lewisham. The aim of this project is to improve the highway layout to better integrate Lewisham town centre and the transport interchange and create a development plot. The total project budget is £23.1m, with current and future budgets of £7.6m remaining. 28% of the in year budget has been spent to date, so is on track to spend the profiled amount.
- 5.9 **Edward Street Development (PLACE / Deptford):** The project involves the delivery of high-quality two-bed apartments and units for affordable commercial uses, using modular construction methods. The total project budget is £18.4m, with current budget of £7.6m remaining. 1% of the in year budget has been spent to date, so work is required to determine spend profile throughout the year or to slip budget into future years.
- 5.10 **Temporary Accommodation - Mayow Rd:** The projects involves the demolition of premises at Mayow Road to facilitate the redevelopment of the site and construction of a 6/7 storey building, comprising of temporary accommodation and supported living homes. The total project budget is £10.3m, with current budget of £6.0m remaining. 35% of the in year budget has been spent to date, so is on track to spend the profiled amount.

## 16.0 FINANCIAL IMPLICATIONS

- 16.1 This report concerns the projected financial outturn for 2022/23. Therefore, any financial implications are contained within the body of the report.

## 17.0 LEGAL IMPLICATIONS

- 17.1 The Council is under a duty to balance its budget and cannot knowingly budget for a deficit. It is imperative that there is diligent monitoring of the Council's spend and steps taken to bring it into balance.

## 18.0 CRIME AND DISORDER, CLIMATE AND ENVIRONMENT IMPLICATIONS

- 18.1 There are no specific crime and disorder act or climate and environment implications directly arising from this report.

## 19.0 EQUALITIES IMPLICATIONS

- 19.1 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.
- 19.2 There are no equalities implications directly arising from this report.

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## Background Papers

Short Title of Report	Date	Location	Contact
Budget Report 2021/22	3 <sup>rd</sup> March 2021 (Council)	1 <sup>st</sup> Floor Laurence House	David Austin

## Report Author and Contact

Nick Penny, Head of Service Finance [nick.penny@lewisham.gov.uk](mailto:nick.penny@lewisham.gov.uk); or

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## APPENDIX 1 – Summary of agreed revenue budget savings for delivery in 2022/23

Year	Ref	Directorate	Director	Proposal	Savings to be Delivered	Expected Delivery in 2022/23	Expected Savings Shortfall	Risk Rating of Saving in 2022/23	Finance View
2020/21	CYP01	CYP	Lucie Heyes	More efficient use of residential placements	300	150	150		At this stage 50% delivery is assumed
2020/21	CYP03	CYP	Lucie Heyes	More systematic and proactive management of the market	600	300	300		
2020/21	CYP04	CYP	Lucie Heyes	Commission semi-independent accommodation for care leavers	250	125	125		
2020/21	CYP05	CYP	Lucie Heyes	Residential framework for young people. Joint SE London Commissioning Programme	200	100	100		
2021/22	A-13	CYP	Angela Scattergood	Children with complex needs (CWCN Revision)	62	62	-		
2021/22	A-01 and A-01a	CYP	Lucie Heyes	Staff productivity - arising from new ways of working (including learning from the Covid 19 pandemic),	663	663	-		



				better collaboration and a return on IT investment					
2022/23	B-02	CYP	Lucie Heyes	Strategic recharging	600	600	-		
2022/23	C-03	CYP	Lucie Heyes	Reduction in the use of agency social workers.	215	215	-		
2022/23	C-07	CYP	Angela Scattergood	Review Short breaks provision.	50	50	-		
2022/23	E-05	CYP	Angela Scattergood	Traded services with schools	50	50	-		No agreement in place with schools as yet
2022/23	E-06	CYP	Lucie Heyes	Reduce care leaver costs	100	50	50		At this stage 50% delivery is assumed
2022/23	F-02	CYP	Lucie Heyes	Children Social Care Demand management	500	250	250		At this stage 50% delivery is assumed
2022/23	F-03	CYP	Lucie Heyes	Children Service reconfiguration - fostering	250		250		Delivery slower than anticipated and at this stage no achievement assumed in 22/23
2022/23	F-05	CYP	Lucie Heyes	VfM commissioning and contract management - CSC	250	125	125		At this stage 50% delivery is assumed
2022/23	C-35	CYP	Sara Rahman	Specialist social care support review	177	89	89		At this stage 50% delivery is assumed
2022/23	C-36	CYP	Lucie Heyes	Reduction of commissioned care leaver	400	400	-		

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				housing costs - CSC Placements					
2022/23	C-36	CYP	Lucie Heyes	Reduction of commissioned care leaver housing costs - NRPF	200	200	-		
2022/23	D-13	CYP	Sara Rahman	Review of commercial opportunities for nurseries within children's centres	11	11	-		
2022/23	A-01	CYP	All	Staff productivity - arising from new ways of working (including learning from the Covid 19 pandemic), better collaboration and a return on IT investment	796	796	-		
2022/23	A-03	CYP	All	Transport	67	67	-		
2022/23	F-26	CYP	All	Subscriptions	2	2	-		
<b>CYP Subtotal</b>					<b>5,743</b>	<b>4,305</b>	<b>1,439</b>		
2020/21	COM04	Comm	Joan Hutton	Reduce costs for Learning Disability and Transitions	800	800	-		

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2020/21	COM05	Comm	Joan Hutton	Increased focus of personalisation	132	132	-		
2020/21	COM1A	Comm	Joan Hutton	Managing demand at the point of access to adult social care services	900	900	-		
2020/21	COM2A	Comm	Joan Hutton	Ensuring support plans optimise value for money	500	100	400		Task group set up aimed at progressing this saving. Savings delivered in part due to optimising value for money have been badged against F01 - Adult Social Care Demand Management in the first instance
2020/21	COM3A	Comm	Joan Hutton	Increase revenue from charging Adult Social Care clients	500	500	-		
2020/21	CUS06	Comm	James Lee	Bereavement Services increase income targets	67	67	-		Burial and Cremation fees increased as part of the fees and charges review.
2021/22	E-04	Comm	Joan Hutton	Introduce charging for certain elements of self-funded care packages	82	82	-		
2021/22	F-01	Comm	Joan Hutton	Adult Social Care Demand management	2000	900	1,100		A review programme to assess whether the level of packages is correct. The programme is challenged to deliver £3.9m of saving across COM1A and F-01(full year effect). Work is ongoing to reduce the £1.1m undelivered element in 22/23.

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2021/22	F-06	Comm	Joan Hutton	Adults with learning difficulties and 14 - 25yrs transitions costs	760	760	-	
2021/22	F-09	Comm	Joan Hutton	In house services reductions - adults passenger transport	100	0	100	Transport costs across passenger and Adults services require review
2021/22	C-17	Comm	Dee Carlin	Re-configuration of MH Supported Housing pay - social interest group	100	100	-	Not being delivered at this stage
2021/22	F-24	Comm	Joan Hutton	Adult Social Care cost reduction and service improvement programme	3,849	1,200	2,649	This is the saving being delivered as part of the Newton programme, the programme is expected to yield c£1.2m savings in 22/23 (lower banding) with the remainder delivered in 23/24.
2021/22	E-03	Comm	James Lee	Review discretionary sales, fees and charges and increase to the point of full cost recovery.	72	72	-	

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2022/23	A-02	Comm	James Lee	Hybrid roles - enforcement	50	50	-		Although the saving is shown against Community Services it was actually a Corporate saving across enforcement services with £12.5k was applied to Community Services-Safer Communities budgets and £37.5k to Housing, Regeneration & Public Realm-Planning, Public Realm and Strategic Housing budgets. Fully achieved.
2022/23	B-06	Comm	James Lee	Cuts to the main grants programme	800	800	-		Saving delivered as part of agreed Main Grants and Arts & Culture Grants Allocations for 2022-25.
2022/23	B-07	Comm	Liz Dart	Review of Council run events	30	30	-		Peoples Day - funding given back as once off Pressures Funding from 22/23 Provisions to cover service delivery in Borough of Culture year.
2022/23	B-10	Comm	James Lee	Reduction in local assemblies service	178	0	178		£128k of saving related to staffing in the Community Development Team. Proposed restructure went to redundancy panel who rejected the proposals on the grounds of potentially high redundancy costs. It was agreed that the saving would be found via natural wastage and vacancies. This will probably give a budget pressure in 22-23 of up to £100k.
2022/23	C-02	Comm	Joan Hutton	Adult Learning and Day Opportunities	100	0	100		Work required to achieve this saving
2022/23	C-17	Comm	Dee Carlin	Re-configuration of MH Supported	150	150	-		

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				Housing pay – Social Interest Group					
2022/23	C-28	Comm	Dee Carlin	Supported Housing Services	84	84	-		Contract reductions from April 22.
2022/23	F-24	Comm	Joan Hutton	Adult Social Care cost reduction and service improvement programme	430	0	430		Continuation of the review savings across COM1A and F-01
2022/23	C-40	Comm	Catherine Mbema	Substance misuse – contract review and staffing	92	92	-		
2022/23	E-14	Comm	James Lee	Changes to leisure concessions for older people	95	95	95		No budget is currently held by Community Services for the Leisure management contract. There is £1.2m held under Corporate Provisions for the 22-23 contract costs but in overall terms this saving will not be achieved.
2022/23	A-01	Comm	All	Staff productivity - arising from new ways of working (including learning from the Covid 19 pandemic), better collaboration and a return on IT investment	773	773	-		

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2022/23	A-03	Comm	All	Transport	63	63	-		
2022/23	F-26	Comm	All	Subscriptions	1	1	-		
<b>Communities</b>					<b>12,708</b>	<b>7,751</b>	<b>5,052</b>		
2020/21	CUS04	HRPR	Zahur Khan	Income generation - increase in commercial waste charges	300	150	150		There is currently a £0.8m pressure on the Highways and Transport budget.
2020/21	CUS14A	HRPR	Zahur Khan	Parking service budget review	500	250	250		
2020/21	RES15	HRPR	Patrick Dubeck	Commercial estate growth	400	200	200		£200k achievable in 22/23 leaving a £300k pressure in 22/23 which will be achieved in 23/24
2022/23	C-10	HRPR	Fenella Beckman	Housing Services Review	300	300	-		
2022/23	D-02	HRPR	Patrick Dubeck	Business Rates Revaluation for the estate	40	40	-		
2022/23	D-06	HRPR	Patrick Dubeck	Catford Campus - Estate Consolidation	11	11	-		
2022/23	D-07	HRPR	Patrick Dubeck	Meanwhile use - Temporary Accommodation	25	25	-		
2022/23	D-8	HRPR	Patrick Dubeck	Miscellaneous - income generation	25	25	-		
2022/23	E-02	HRPR	Patrick Dubeck	Income from building control	15	15	-		
2022/23	E-07	HRPR	Fenella Beckman	Housing – Increased rent for Private Sector Lease	375	375	-		

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				(PSL) and Private Managed Accommodation (PMA)					
2022/23	F-15	HRPR	Zahur Khan	Environment - environmental operations review	330	330	-		
2022/23	F-15a	HRPR	Zahur Khan	Environment - environmental operations review	567	567	-		
2022/23	F-17	HRPR	Zahur Khan	Road safety enforcement	250	125	125		There is currently a £0.8m pressure on the Highways and Transport budget.
2022/23	F-20	HRPR	Zahur Khan	Emission based charging for Short Stay Parking	120	60	60		
2022/23	F-21	HRPR	Zahur Khan	Road Safety Enforcement	375	187.5	188		
2022/23	F-22	HRPR	Zahur Khan	Motorcycle parking charges	80	40	40		
2022/23	C-38	HRPR	Patrick Dubeck	Strategic development team cost capitalisation	100	100	-		
2022/23	C-39	HRPR	Patrick Dubeck	Aligning the Kickstart scheme with Government plans	25	25	-		
2022/23	C-44	HRPR	Zahur Khan	Removal of graffiti from private property	5	5	-		
2022/23	D-11	HRPR	Patrick Dubeck	Business Rates revaluation of	100	100	-		

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				Council owned properties					
2022/23	E-12	HRPR	Patrick Dubeck	Building Control Service Efficiency	20	20	-		
2022/23	E-15	HRPR	Zahur Khan	Seek corporate sponsorship for Festive Lighting	30	30	-		
2022/23	F-25	HRPR	Zahur Khan	Road Safety – new yellow boxes	150	150	-		
2022/23	A-01	HRPR	All	Staff productivity - arising from new ways of working (including learning from the Covid 19 pandemic), better collaboration and a return on IT investment	686	686	-		
2022/23	A-03	HRPR	All	Transport	12	12	-		
2022/23	F-26	HRPR	All	Subscriptions	7	7	-		
<b>Housing, Regen and Public Realm</b>					<b>4,848</b>	<b>3,836</b>	<b>1,013</b>		
2020/21	RES01	Corp	David Austin	Benefits realisation of Oracle cloud	150	150	-		
2021/22	A-04	Corp	Mick Lear	Process automation in Revs and Bens	20	20	-		

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2021/22	A-05	Corp	Mick Lear	Revs and Bens - additional process automation	400	200	200		A £600k shortfall is expected across A-05 and A-06 due to the delayed implementation of the restructure due to various government initiatives include Energy rebate and CARF.
2021/22	D-06	Corp	Brian Colyer	Catford Campus - Estate Consolidation	259	259	-		
2022/23	A-04	Corp	Mick Lear	Process automation in Revs and Bens	100	100	-		
2022/23	A-06	Corp	Mick Lear	Revs and Bens - Generic roles	400	0	400		A £600k shortfall is expected across A-05 and A-06 due to the delayed implementation of the restructure due to various government initiatives include Energy rebate and CARF.
2022/23	C-08	Corp	Murray James	IT - mobile telephony review	10	10	-		
2022/23	D-05	Corp	Brian Colyer	Savings on mothballed assets. A review is in progress - savings on the cost of running the operational estate	50	50	-		
2022/23	E-01	Corp	David Austin	Improved Debt collection	250	250	-		
2022/23	E-09	Corp	David Austin	Realising further benefits from the Oracle Cloud Solution and exploiting	100	100	-		

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				its functionality as a fully integrated enterprise resource planning solution.					
2022/23	A-01	Corp	All	Staff productivity - arising from new ways of working (including learning from the Covid 19 pandemic), better collaboration and a return on IT investment	511	511	-		
2022/23	A-03	Corp	All	Transport	4	4	-		
2022/23	F-26	Corp	All	Subscriptions	6	6	-		
<b>Corporate Resources</b>					<b>2,260</b>	<b>1,660</b>	<b>600</b>		
2022/23	A-01	CE	All	Staffing	234	234	-		
2022/23	A-03	CE	All	Transport	4	4	-		
2022/23	F-26	CE	All	Subscriptions	4	4	-		
<b>Chief Executives</b>					<b>242</b>	<b>242</b>	<b>-</b>		
<b>Total</b>					<b>25,801</b>	<b>17,793</b>	<b>8,103</b>		

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## APPENDIX 2 – Capital Programme Major Projects Budgets 2022 To 2025

Key:

10-30%	See below
<10% / 31-79%	See below
>80%	See below

2022/23 Capital Programme	Revised Budget Proposed July 2022	Total Project Budget	Spend to July 2022	Total Project Spend £	Current Year Spend % RAG	Total Project Spend % RAG
	£'000	£'000	£'000	£'000	%	%
<b>GENERAL FUND</b>						
CCTV Modernisation	466	1,170	0	704	0%	60%
ICT - Tech Refresh	571	10,592	0	9,521	0%	90%
Schools - School Places Programme	924	13,169	301	12,276	33%	93%
Watergate School	200	3,900	5	445	3%	11%
Greenvale School	2,056	11,038	1,268	9,801	62%	89%
Riverside Youth Club	630	1,329	24	56	4%	4%

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Schools – Minor Works	4,542	11,999	350	6,920	8%	58%
Schools – Other	1,079	38,134	15	36,568	1%	96%
Schools – Unallocated	-	977	0	0	0%	0%
Highways & Bridges – TfL	415	2,610	275	2,470	66%	95%
Highways & Bridges – LBL	4,349	51,686	2	47,340	0%	92%
Asset Management Programme	333	9,133	271	9,071	81%	99%
Corporate Estate Maintenance	2,348	4,900	96	314	4%	6%
Other AMP Schemes	1,721	3,278	335	1,652	19%	50%
Unallocated AMP	317	959	0	0	0%	0%
Broadway Theatre	6,213	7,298	1,618	2,353	26%	32%
Catford Phase 1 – Thomas Lane Yard/ CCC	1,249	3,300	77	828	6%	25%
Catford Station Improvements	504	1,516	0	112	0%	7%
Travellers Site Relocation	557	4,514	17	774	3%	17%
Lewisham Gateway (Phase 2)	2,868	23,059	803	16,215	28%	70%
Beckenham Place Park (Inc. Eastern Part)	1,300	9,320	245	7,693	19%	83%

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Catford Library (Winslade Way)	446	598	188	329	42%	55%
Catford Town Centre	321	5,364	113	5,156	35%	96%
Public Sector Decarbonisation	1,621	2,884	1,007	2,270	62%	79%
Other Miscellaneous Schemes	2,312	10,648	612	8,777	26%	82%
Other General Fund Housing Schemes	745	24,454	-15	22,821	-2%	93%
Deptford Southern Sites Regeneration	957	7,240	470	6,753	49%	93%
Milford Towers Decant	250	7,332	10	3,657	4%	50%
Edward St. Development	7,606	18,435	48	10,876	1%	59%
Achilles St Development	750	18,288	398	3,310	53%	18%
Place Ladywell	1,031	1,824	405	1,198	39%	66%
Temporary Accomodation - Mayow Rd	5,888	10,280	2,033	6,302	35%	61%
Temporary Accomodation - Canonbie Rd	814	2,502	175	1,863	22%	74%
Temporary Accomodation - Morton House	528	5,763	24	4,236	5%	73%
Temporary Accomodation - Manor Avenue	150	1,223	9	21	6%	2%
Private Sector Grants and Loans	600	7,626	131	6,721	22%	88%

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<b>TOTAL GENERAL FUND</b>	<b>56,660</b>	<b>338,341</b>	<b>11,310</b>	<b>249,402</b>	<b>20%</b>	<b>74%</b>
<b>HOUSING REVENUE ACCOUNT</b>						
Building for Lewisham Programme(BFL)	84,790	333,708	10,731	95,700	13%	29%
Decent Homes Programme	-	227,577	7,822	235,398	100%	103%
Unallocated Decent Homes Programme	81,374	273,795	0	0	0%	0%
Housing Management System	2,208	2,500	0	292	0%	12%
Other HRA Schemes	884	4,842	98	2,235	11%	46%
HRA Unallocated	4,159	14,799	0	0	0%	0%
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>173,414</b>	<b>857,221</b>	<b>18,651</b>	<b>333,626</b>	<b>11%</b>	<b>39%</b>
<b>TOTAL PROGRAMME</b>	<b>230,074</b>	<b>1,195,561</b>	<b>29,961</b>	<b>583,027</b>	<b>13%</b>	<b>49%</b>

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### Appendix 3 – Detailed Monitoring Table

General Fund	Exp Budget	Exp Forecast	Exp Variance	Inc Budget	Inc Forecast	Inc Variance	Net Budget	Net Forecast	Net Forecast Variance	Prior Period Forecast Variance
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Children & Young People	475.9	481.3	5.4	-414.8	-416.6	-1.8	61.1	64.8	3.7	3.0
Community Services	178.1	181.1	3.0	-95.7	-95.5	0.2	82.4	85.6	3.2	1.9
Housing, Regeneration and Public Realm	95.4	100.1	4.7	-73.8	-73.0	0.8	21.6	27.1	5.5	2.5
Corporate Resources	205.1	210.8	5.7	-173.2	-173.2	0.0	31.9	37.6	5.7	2.7
Chief Executives	12.3	12.3	0.0	-0.6	-0.6	0.0	11.7	0.0	0.0	0.0
<b>Directorate Totals</b>	<b>966.8</b>	<b>985.6</b>	<b>18.8</b>	<b>-758.1</b>	<b>-758.8</b>	<b>-0.8</b>	<b>208.7</b>	<b>215.1</b>	<b>18.1</b>	<b>10.1</b>
Covid Funding	0.0	0.0	0.0	0.0	-4.0	-4.0	0.0	-4.0	-4.0	-4.0
Reserves	0.0	0.0	0.0	0.0	-6.6	-6.6	0.0	-6.6	-6.6	-1.0
Provision	47.4	46.4	-1.0	-7.8	-7.8	0.0	39.5	38.6	-1.0	-1.0
<b>Corporate Budget</b>	<b>47.4</b>	<b>46.4</b>	<b>-1.0</b>	<b>-7.8</b>	<b>-18.4</b>	<b>-10.6</b>	<b>39.5</b>	<b>28.0</b>	<b>-11.6</b>	<b>-6.0</b>
<b>Total</b>	<b>1014.1</b>	<b>1032.0</b>	<b>17.8</b>	<b>-765.9</b>	<b>-777.2</b>	<b>-11.3</b>	<b>248.2</b>	<b>243.0</b>	<b>6.4</b>	<b>4.1</b>

Is this report easy to understand?

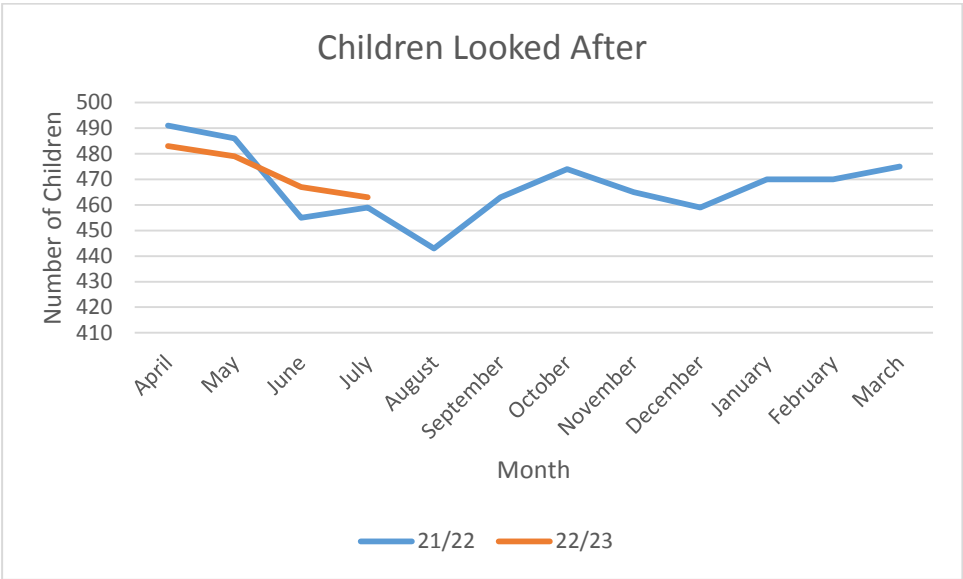
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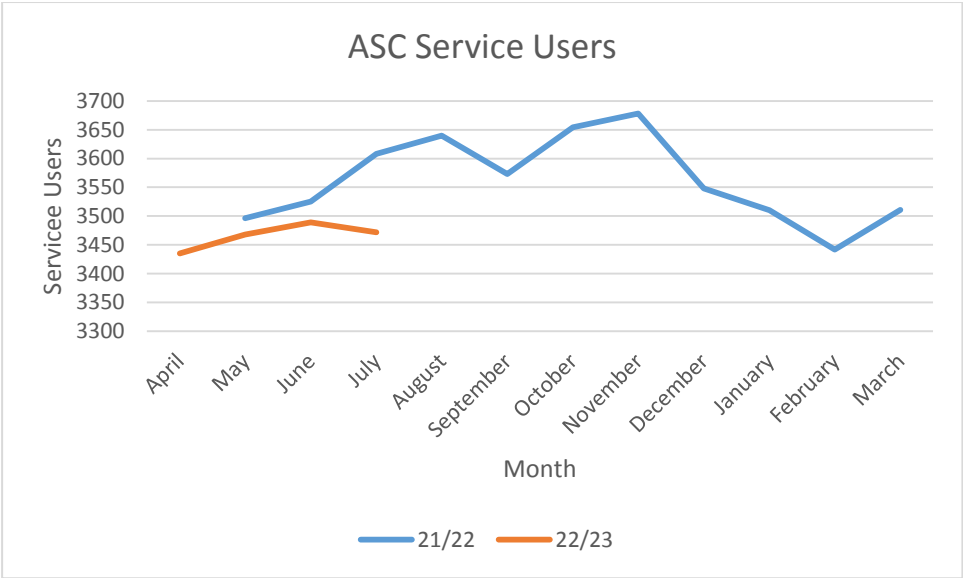


**Appendix 4 – Performance Data**

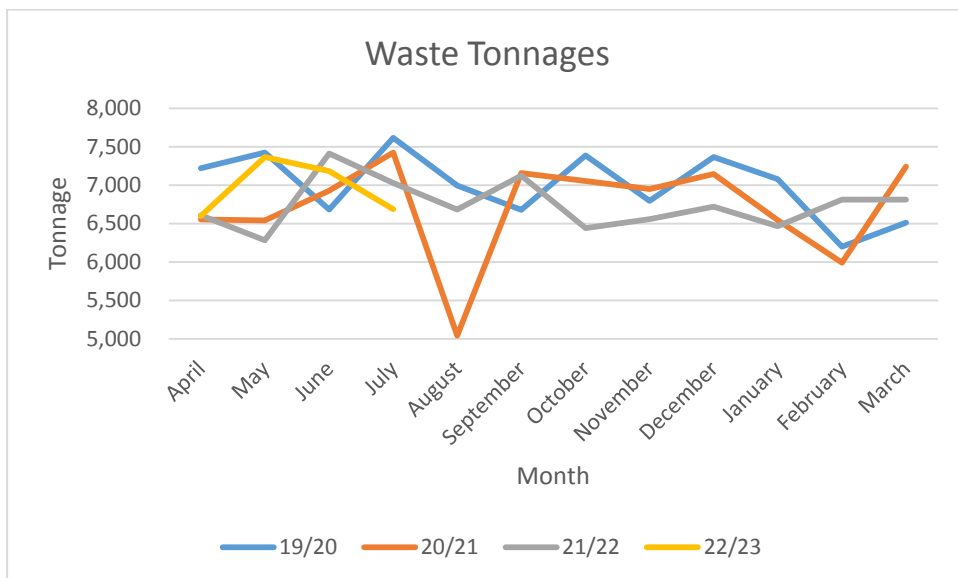
**Measure 1 – Children Looked After**



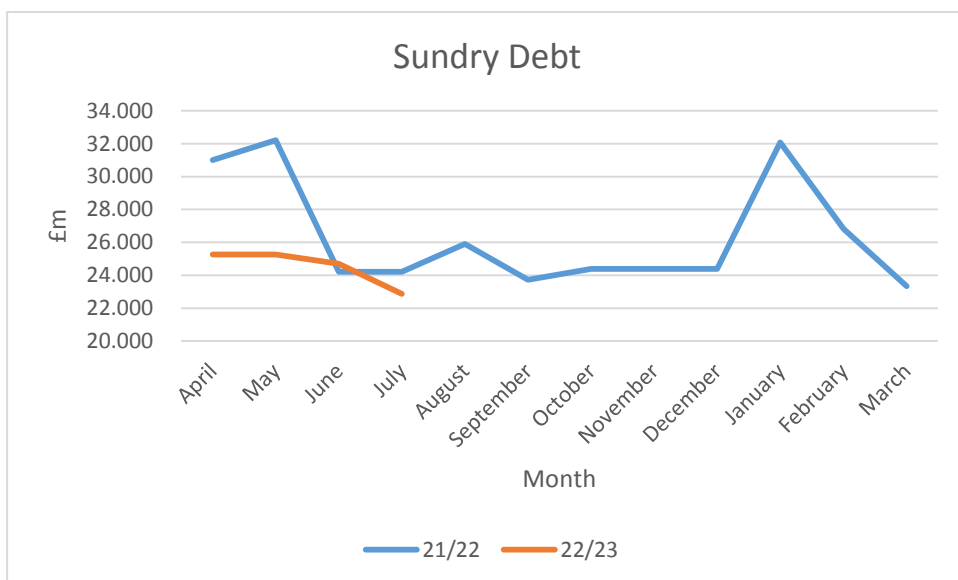
**Measure 2 – Adult Social Care Service Users**



### Measure 3 – Waste Tonnes



### Measure 4 – Sundry Debt



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## Public Accounts Select Committee

### Update on Adult Social Care

**Date:** 22 September 2022

**Key decision:** Yes

**Class:** Part 1

**Ward(s) affected:** All wards

**Contributors:** Tom Brown, Executive Director Community Services

### Outline and recommendations

The purpose of the attached paper is to provide Public Accounts Select Committee with an update on adult social care finances, key risks and their implications

This report will also set out:

- The Change programmes underway such as CQC assurance, charging reforms and the fairer cost of care that will impact upon capacity, resources and ways of working within Adult Social Care
- Savings to be delivered and actions taken/to be taken to deliver these savings.
- An up date regarding the ongoing work to transform and modernise Adult Social Care through the delivery of the Empowering Lewisham programme in partnership with Newton Europe.

#### 1. Summary

1.1 The review of Adult Social Care was requested by the Public Accounts Select Committee on 3<sup>rd</sup> December 2020 in response to the budget cuts proposals. A contract was awarded to Newton Europe to undertake a service-wide diagnostic, which commenced in April 2021 and concluded in June 2021.

1.2 In September 2021, Mayor and Cabinet approved the Design and

Implementation phase of the review, which included continued use of Newton Europe resource to provide the necessary capacity and capability to deliver strategic transformation on this scale. This change programme within Adult Social Care is known as Empowering Lewisham.

1.3 The Design and Implementation phase of Empowering Lewisham is nearing completion and has included new ways of working, the transformation and reconfiguration of services and the transfer of sustainable skills and knowledge to our staff.

1.4 These changes – set out in this report - are aligned to quantified opportunities identified during the diagnostic to deliver savings over a number of years and maintain good outcomes for our residents.

1.5 Running alongside Empowering Lewisham are a series of other change programmes that have an impact on resourcing and ways of working within Adult Social Care. Initiation of these programmes has been largely outside of the council's control i.e. they are in response to legislative changes, charging reforms, new approaches to external assurance or wider system change. These additional programmes will have a significant impact on the capacity of the service and our residents. As such a brief introduction to each is included within this report, as well as Lewisham's response to these changes.

1.6 Finally, this report sets out the current position with regards to the delivery of budget savings.

## **2. Recommendations**

2.1 Public Accounts Select Committee is recommended to note the content of this report.

## **3. Policy context**

3.1 The contents of this report are aligned to the Council's policy framework as well as wider health and care system transformation, as follows:

- Corporate Strategy, specifically Priority 5 'Delivering and defending: health, social care and support - Ensuring everyone receives the health, mental health, social care and support services they need.'
- Medium Term Financial Strategy (MTFS) and the requirement to deliver £40m of budget savings across the council up to 2023/24, with more than £7m in 2021/22 for an 'Adult Social Care cost reduction and service improvement programme'.
- Joint Health and Wellbeing Strategy and the key focus on quality of life, quality of health care and support, and sustainability.
- Future Lewisham and the strategic COVID recovery theme of 'A healthy and well future', including the wider determinants of health and reducing health inequalities.
- Future Working and the active role staff are playing in our borough's COVID recovery, in a workplace where staff are empowered to succeed and the best ideas and innovations thrive.
- Lewisham System Recovery Plan and the 'build back better' priorities identified by the Lewisham Health and Care Partnership.
- Our Healthier South East London (Integrated Care System) priority of

'Improving health and care together' across the partnership.

## **4. Background**

### **4.1 Vision and statutory duties for ASC**

The statutory responsibilities of Lewisham Council in relation to adult social care are set out in the Care Act 2014, Mental Health Act 2007 and the Mental Capacity Act 2005 (including the Deprivation of Liberty Safeguards).

In collaboration with our residents, communities, voluntary sector and other system partners, we support vulnerable adults and their carers in Lewisham to live independent lives, exercising choice and control over their lives and to remain living at home within their community for as long as possible. This vision has become further embedded in our practice as a result of the Empowering Lewisham programme.

### **4.2 Upcoming legislation and preparation for 2023 CQC assurance**

There are several pieces of legislation due to be implemented in 2022/23 that will reform how ASC is funded, delivered and regulated in the future:

- Health and Social Care Bill 2021 focuses on health and social care integration, the establishment of integrated care systems and will deliver locally the development of the Lewisham Place board.
- Build Back Better reforms introduce a cost of care cap, fair cost of care, and changes to financial assessments.
- New CQC assurance framework will apply to ASC from April 2023. (ASC inspections stopped in 2010 and much of the supporting council infrastructure was removed from most council's in savings programmes)
- The Mental Capacity Act 2005, changes will be introduced regarding the new guidance on Liberty Protection Safeguards that will replace the current Deprivation of Liberty Safeguards.

Newton Europe have undertaken an analysis of the potential costs associated with some of these reforms for all local authorities. For Lewisham the additional cost could be up to £66.8m over 10 years, starting with £4.5m (lower scenario) in 2023/24. It is not yet known what new burdens funding may be provided by government, but there are concerns that it may be markedly short of the actual costs the council will incur.

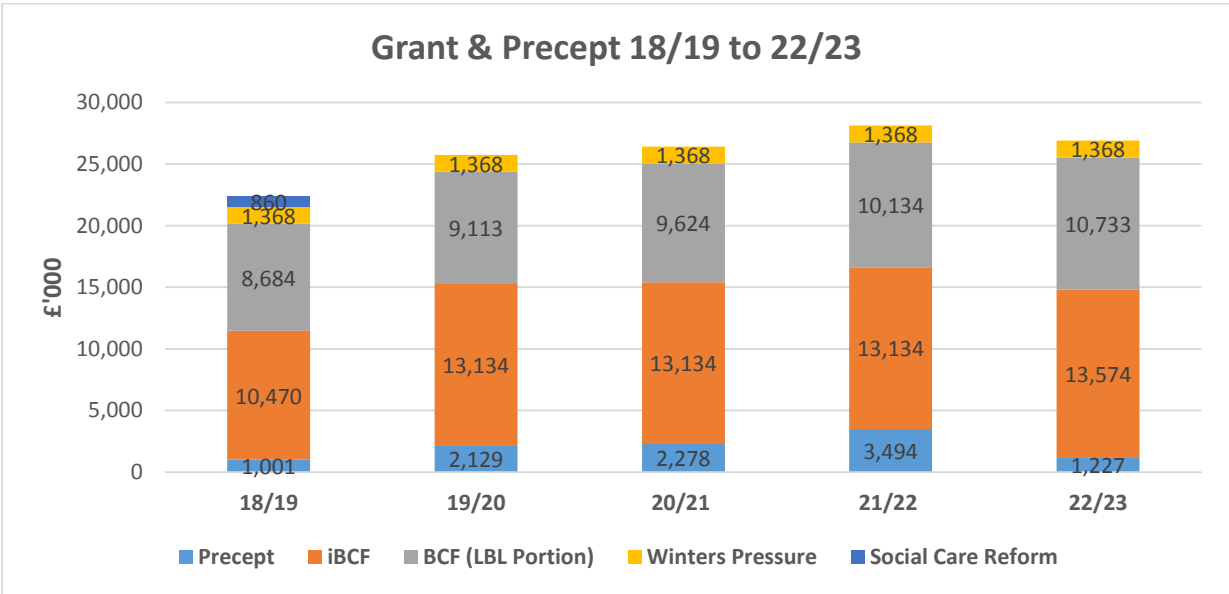
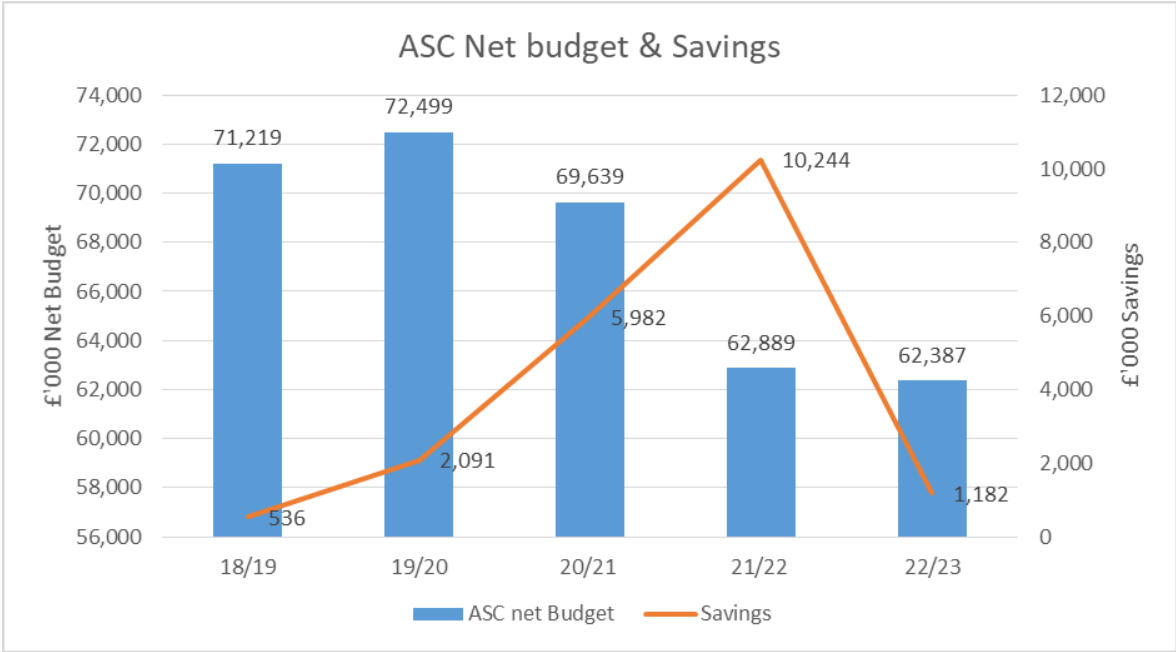
### **4.3 Historical profile of savings and achievements**

Savings of £22.7M have been achieved over the past 5 years. This has been supported by implementing an approach developed through the Care and Health Improvement Programme (CHIP) from the Local Government Association (LGA) and the Association of Directors of Adult Social Services (ADASS). This approach used a methodology that evaluated our use of resources by identifying areas where spend and/or performance is significantly different to regional or national benchmarking data and where efficiencies could be made.

Significant improvements have been made at the community and hospital referral

access points through effective management of demand and by using a strengths based approach that focuses on what people are able to do to support themselves where appropriate, by providing short term enablement that reduces or delays the need for longer term care, and by working closely with partners to support people to remain at home where possible.

The diagram below shows ASC Net budget & savings over the past 5 years.



The chart above illustrates the short-term funding of Adult Social Care over recent years. Reform of ASC mentioned above is supposed to end this episodic and short

term approach.

**5. Empowering Lewisham Programme.**

5.1 The review of Adult Social Care was requested by the Public Accounts Select committee on 3<sup>rd</sup> December 2020 in response to budget cut proposals. A contract was awarded to Newton Europe to undertake a service-wide diagnostic which commenced 1 April 2021 and concluded in June 2021. This diagnostic identified opportunities to save £8.6m over a 5 year period.

5.2 The ambitions of this review build upon a solid foundation of service improvement activity referenced previously and already underway in Adult Social Care to improve outcomes for residents, as well as reducing cost pressures. The review is working in alignment with this existing work, complementing rather than duplicating, and providing the necessary resource to expedite the essential modernisation process.

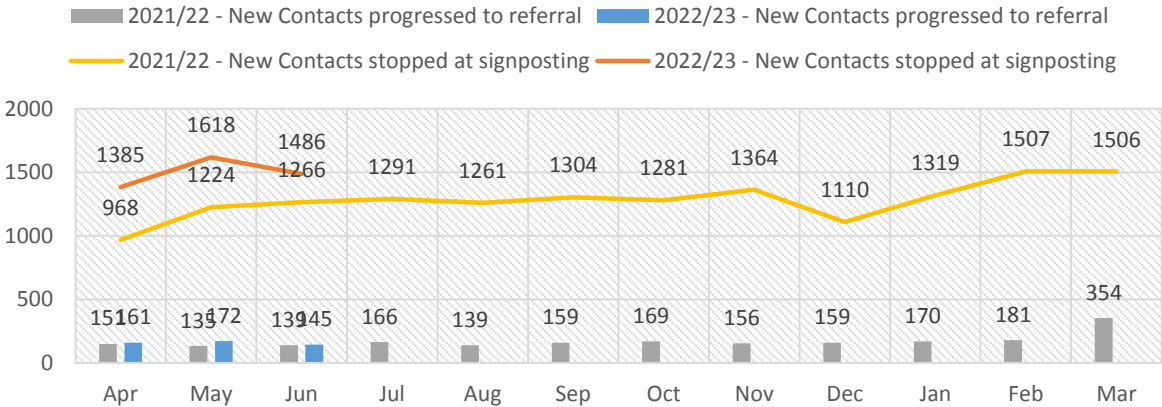
5.3 The service-wide review has focused on further modernising the service, identifying and harnessing opportunities for genuine transformation by developing the workforce so that they have the confidence, skills and mindset to continue to make positive changes to their ways of working.

**6. Achievements.**

6.1 There was a 4% increase in the number of contact forms completed from 6485 in Q4 of 2021-22 to 6764 in Q1 of 2022-23.

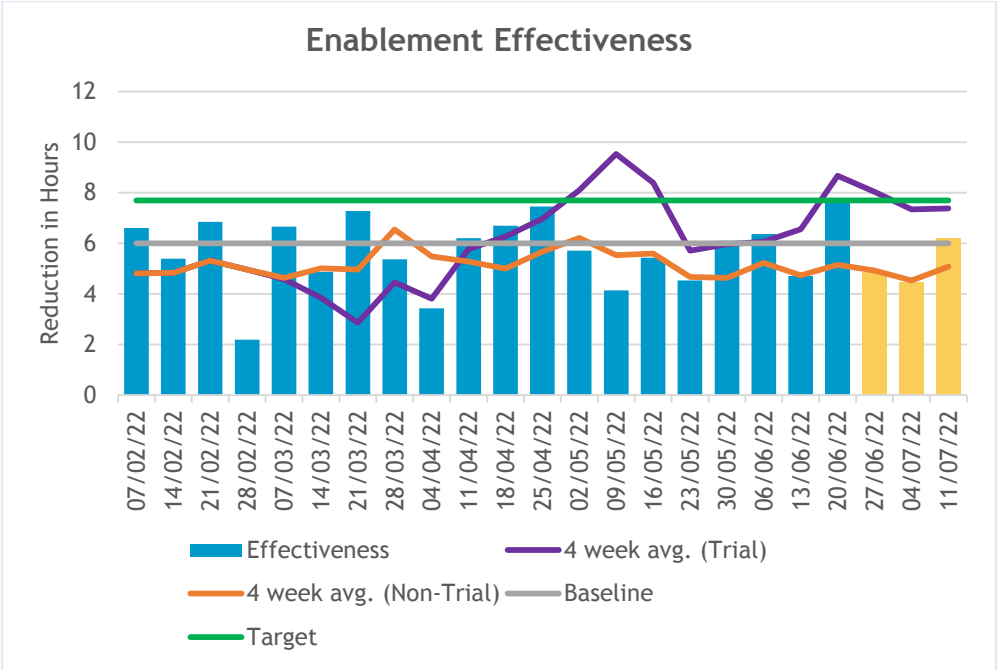
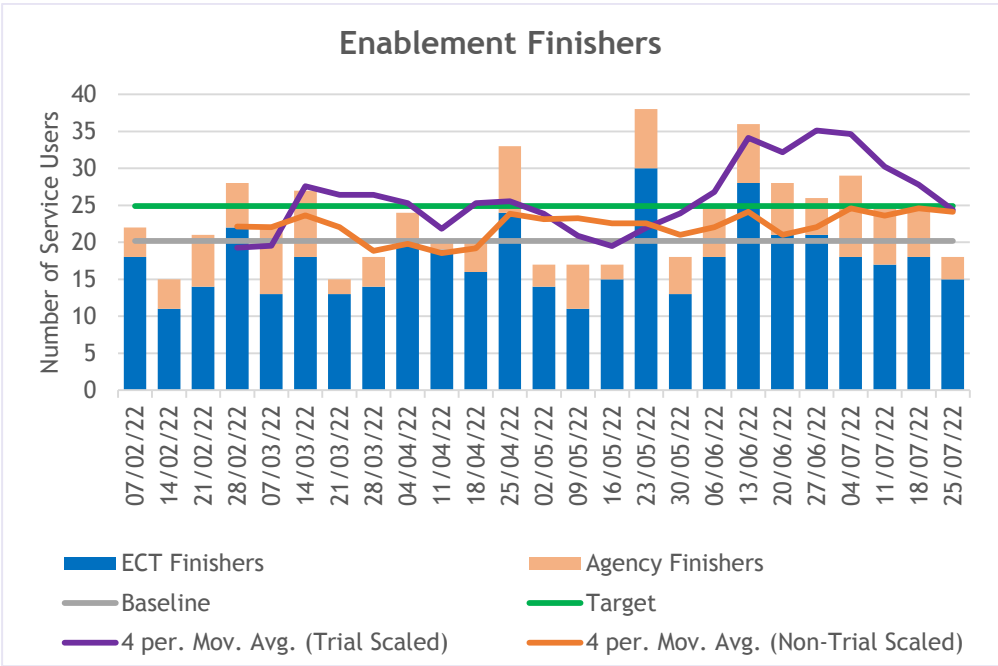
The average number of contacts that progressed to a new referral decreased from 13.7% in Q4 of 2021-22 to 9.6% in Q1 of 2022-23. An increasing number of new contacts were signposted or ended at contact point. In Q4, an average of 86.3% of new contacts were signposted compared to 90.4% in Q1.

There was a 4.1% decrease in the average number of new contacts that were signposted within 5 working days between the two quarter periods, decreasing from an average of 84.8 in Q4 to 80.7 in Q1.



6.2 The Empowering Lewisham workstream that has focused on maximising the impact of Enablement intervention to reduce and/or delay the cost of longer term care and support has achieved significant improvements. The graphs below demonstrate

an increase in the numbers of people who have been successfully enabled and the increase in effectiveness of that enablement in reduced packages of long term care.



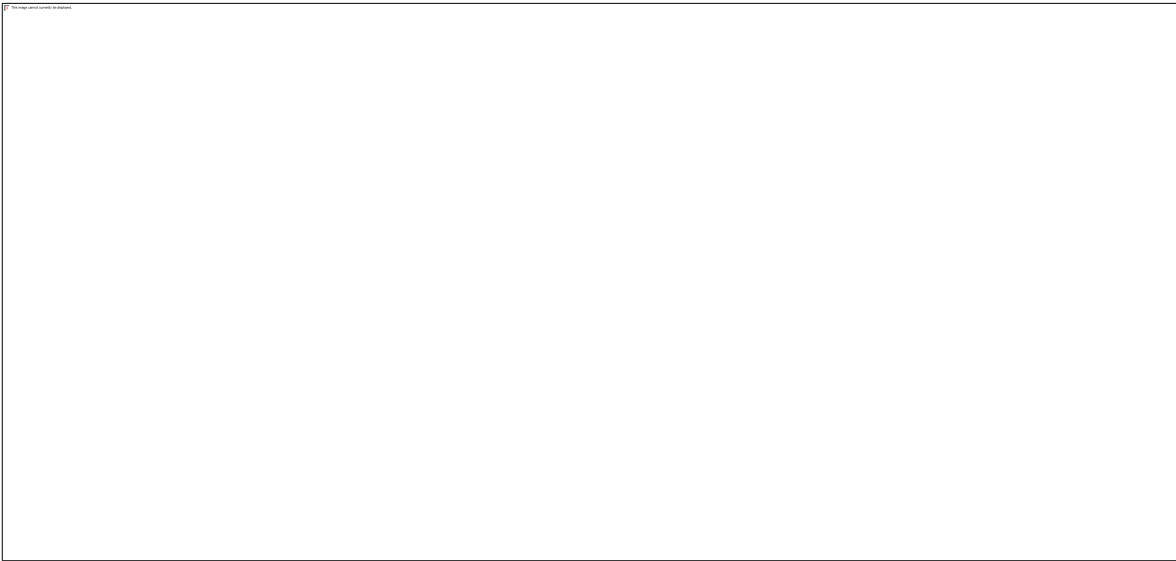
6.3 Improvement work is also underway in services for young people who have a disability and/or a learning disability and are preparing for adulthood. Work is in progress to further develop this work with a Transitions strategy and work programme to develop local opportunities that promote independence, provide access to employment pathways and supported living arrangements that are more person centred and cost effective. Working in a “strengths based approach” has helped mitigate (though not eradicate) significant cost pressures associated with young people coming into adult social care.

6.4 Work is underway in partnership with acute and community health colleagues to review the hospital discharge pathway. The current arrangements are reactive with confusing processes resulting in duplication and inefficiencies across organisations. Since May there have been regular workshops attended by Clinicians, Managers and



support staff who have focused on designing what is needed to sustainably support people to be discharged home. The programme of work has engaged input from service users and carers to ensure their views and experiences inform the “Home First Model” going forward. The emphasis is placed on reducing the use of care home placements and maximising opportunities to support people to return to their own home following an admission to hospital. Similar MDT meetings in the community sector focusing on ensuring people are supported to remain as independent as possible, have also contributed to this reduction in care home placements.

The Graph below shows the 6 week moving average trend being below the anticipated baseline since we introduced these service improvements, with continual monitoring in place to ensure this trend continues.

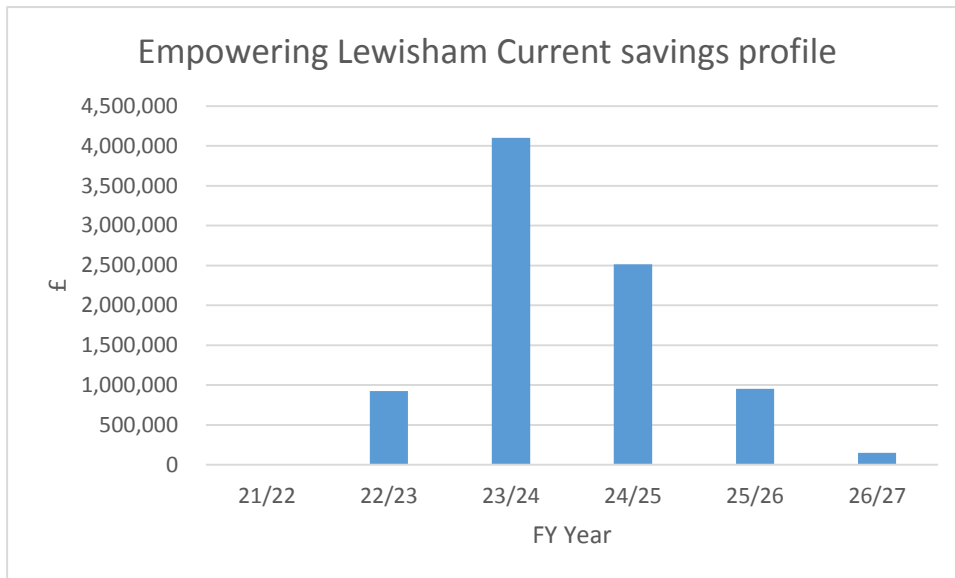


6.5 Underpinning all of this positive change is the ongoing commitment to the development of our workforce and the investment in, and empowerment of our staff. The Principal Social Worker, Advanced Practitioners for social work and Occupational Therapy work closely with Learning and Development (L&D) that is situated within this service to promote best practice in accordance with statutory requirements and compliance with Care Quality Commission for those services registered such as Enablement and Shared lives.

6.6 Corporate systems and processes have also been the focus of current improvement activity, in particular the ability to accurately report and monitor performance and finance in a meaningful and timely way, including the alignment of key data sets. Previous cuts to corporate functions (e.g. dedicated performance team for Community Services) have reduced opportunities for real-time data management by frontline teams. Whilst progress has been made to address this with the roll-out of Controcc, there is an urgency to increase the pace of this. As such, the review will provide additional tools to highlight and prioritise areas of concern, reconciling performance and finance and increasing the accountability of budget holders for their spend. It will also provide the insight into which transformational activities are realising the greatest benefits.

The savings profile for this programme is below:

Financial Year	21/22	22/23	23/24	24/25	25/26	26/27	Total
<b>Empowering Lewisham Current savings profile</b>	357	925,122	4,102,575	2,513,376	950,195	149,863	<b>8,641,488</b>



## 7. Immediate Pressures.

7.1 A pressure of £1.9m is reported, due to the delayed delivery of savings related to care packages as well as pressures from children transitioning to Adulthood and hospital discharge. This is based on the level of commissioned care on Controcc at Period 4 with adjustments made for anticipated further in year demand, children transitioning into Adulthood and inflationary increases, as well as adjustments for any health funding or savings delivered over the course of 2022/23.

7.2 Currently, approximately 80% of Adult Social Care spend is within the independent care sector. The Council requirement (since 2018) that all contractors pay the London Living Wage (LLW) along with the adoption of the Unison Ethical Care Charter for Home Care, have both impacted Adult Social Care commissioning and contract spend to the value of £3.5m.

7.3 The sustained impacts of COVID on our most vulnerable residents have placed new and unprecedented cost pressures on the delivery of Adult Social Care services in Lewisham. There has been a 20% increase in people needing 1:1 support following hospital discharge on a year by year comparison. In part this is because of increased acuity of people at the point of discharge and also because of the NHS imperative to reduce the length of stay for patients in hospitals. Often we can reduce this support in the weeks following admission into a care home, but due to the increased levels of acuity and the pressure that care homes are facing with more people having higher level of need, these 1:1's are remaining in place far longer.

7.4 There has been a greater level of demand experienced in helping people to be discharged earlier from acute hospitals in line with the Discharge to Assess (D2A) principles. This earlier transfer of care to the community has increased the levels of expenditure and heightened the number of individuals requiring longer term care and increases to care package of domiciliary care support. In March 2020, when D2A was fully implemented to support the COVID epidemic, we were providing 13,196 hours per week in domiciliary care. We are now providing 15,524 hours per week, an increase of 2,328 hours per week at an additional cost of approximately £2.4m per year

7.5 POPPI & PANSI is the Projecting Older People Population Information System

developed and Projecting Adult Needs and Service Information by the Institute of Public Care (IPC). The programme was designed to help explore the possible impact that demography and certain conditions may have on younger and older adults and is being used in this context to attempt to understand future social care needs for younger and older Lewisham residents. Based on demographic trend in Lewisham, younger and older adult population is likely to grow by 2% and 9% respectively by 2025 creating a c£6m demographic pressure. Further details can be found in **Appendix A**.

7.6 Increased demand on services is compounded by the workforce challenges faced in Lewisham, London-wide and nationally to recruit appropriately skilled staff for frontline roles. This has been exacerbated by Brexit and Covid-19 pressures. This shortage is driving up costs of service delivery. Challenges to recruiting qualified Social Workers and Occupational Therapists has impacted both on the use of agency staff (and hence budget pressures) as well as being able to deliver as high quality a service as we would wish to do. Further, the social care provider market is poorly paid and under-valued across the country and so in the current climate, there are huge workforce gaps. A recent survey undertaken by ADASS has highlighted the challenges nationally: [ADASS Budget Survey](#) .

7.7 The approach to supporting young people who may need social care support as adults is to start planning the transition earlier and to focus on outcomes. However, the increased numbers of young people moving into adulthood, the increased complexity of their needs and recruiting the workforce across SEND and ASC with the skills to best support these young people is adding to the challenge locally (and nationally). The costs associated with these transitions have been absorbed by ASC and are c£1.5m per annum.

**8. Savings delivery**

Following 10 years of austerity the service has delivered savings of more than £14.9m over the last 3 years (details below), and work is currently ongoing to make a significant contribution to the required savings for 2023/24 and beyond:

Ref	Proposal	Agreed Savings
		£'000
<b>Financial Year 2020/21</b>		
COM04	Reduce costs for Learning Disability and Transitions	1,000
COM05	Increased focus of personalisation	482
COM1A	Managing demand at the point of access to adult social care services	1,000
COM2A	Ensuring support plans optimise value for money	500
COM3A	Increase revenue from charging Adult Social Care clients	500

<b>Total</b>		<b>3,482</b>
<b>Financial Year 2021/22</b>		
B-05	Recharge OT and housing officer costs to the Disabled Facilities Grant	250
C-02	Adult Learning and Day Opportunities	50
E-04	Introduce charging for certain elements of self-funded care packages	82
F-01	Adult Social Care Demand management	3,000
F-06	Adults with learning difficulties and 14 - 25yrs transitions costs	760
F-09	In house services reductions - adults passenger transport	600
B-11	Improved usage of BCF Funding across partners	1,000
F-24	Adult Social Care cost reduction and service improvement programme	3,849
ALL	Staffing Productivity	708
<b>Total</b>		<b>10,299</b>
<b>Financial Year 2022/23</b>		
C-02	Adult Learning and Day Opportunities	100
F-24	Adult Social Care cost reduction and service improvement programme	580
ALL	Staffing Productivity	502
<b>Total</b>		<b>1,182</b>
<b>Grand Total</b>		<b>14,963</b>

## 9. Opportunities for the future.

### 9.1 Proud to Care and Home Care Re-Procurement

Carers are needed across the whole of London, including Lewisham to support people to get back on their feet and regain their independence. The impact of Brexit and Covid-19 have made the recruitment of permanent staff with the necessary skills and expertise a significant challenge and new recruits are urgently needed in the care sector to reduce an over reliance on agency workers.

Proud to Care London is committed to improving the recruitment and retention of the adult social care workforce across London. In partnership with the London based

Directors of Adult Social Services (London ADASS) and adult social care providers, it links people into crucial jobs in care.

In particular, the new Proud to Care scheme puts a renewed emphasis on rewards, benefits and opportunities for career progression within social care. In recognition of the important role that care workers perform in society, Proud to Care has a clear focus on supporting people working in the industry with their professional development and providing care workers with access to an exclusive rewards scheme.

## **9.2 Integration across Health & Social care**

The “Home first” programme mentioned earlier in this report is one example of how collaborative working across health and social care can make a positive difference to our residence in terms of their health and wellbeing. We are currently reviewing where Lewisham sits as an outlier in terms of population health to ensure we come together and prioritise as a system as well as working together on other place based initiatives e.g. trialling virtual wards

The Local Care Partnership (LCP) oversees the operation our two Delivery alliances (1) Mental Health and (2) Community and Neighbourhood Alliance. Both Alliances bring together Primary Care, LGHT acute and community services, South London and Maudsley Mental Health Trust, Integrated Care Board, Voluntary and Community sector and Adult Social care to establish a shared vision, principles and operational standards in order improve access, experience and outcomes for our local population.

It is our intention that our Alliances are the main development and delivery vehicles for tackling some our biggest common challenges across health and social care services. We are using this opportunity to develop single integrated plans and approaches that deliver the most efficient and effective care and support we can offer our residents. As we continue to apply this approach within Mental Health and the Community and Neighbourhood we will seek to expand it to other clients groups such Older Adults.

## **9.3 Partnership work with Housing**

ASC is starting to work jointly on a more strategic level with Housing and Estates to identify and manage future demand for different types of housing stock with varying levels of accessibility. Operationally we already have referral process and relationships in place to ensure smooth transitions and in the hospital have recruited a dedicated housing officer to support safe discharge to homes.

## **10. Staffing Implications**

10.1 The approach adopted has been discussed with representatives from Unison and Unite, the proposal explained and there will be opportunities for staff in ASC to extend their skills and be more effective in their roles.

## **11. Legal implications**

11.1 There are no legal implications arising from the consideration of this report by Public Accounts Select Committee.

11.2 The Council has a public sector equality duty (the equality duty or the duty - The

Equality Act 2010, or the Act). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In summary, the Council must, in the exercise of its functions, have due regard to the need to:

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

11.3 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed above. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the decision maker, bearing in mind the issues of relevance and proportionality. The decision maker 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.

11.4 The Equality and Human Rights Commission (EHRC) has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance. The Council must have regard to the statutory code in so far as it relates to the 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 on the EHRC website.

11.5 The EHRC has issued five guides for public authorities in England giving advice on the equality duty. 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.

## **12. Equalities implications**

12.1 Addressing inequalities within the health and care system, especially those impacting upon our Black, Asian and Minority Ethnic (BAME) communities, is a key priority for the Council and its partners. This focus has been sharpened in response to the disproportionate impact that COVID-19 has had on these communities. Any changes to ASC services originating from this review will need to be mindful of this, with a thoroughly consideration of the equality

implications for our most vulnerable residents alongside appropriate mitigation to reduce any negative impacts.

### **13. Climate change and environmental implications**

13.1 There are no anticipated climate change and environmental implications arising from this review of ASC. However, any proposed service changes or recommendations must be mindful of the Council's intention of becoming a carbon neutral borough by 2030 and observe our commitments in the Climate Emergency Action Plan that was agreed by Mayor and Cabinet in March 2020.

### **14. Crime and disorder implications**

There are no anticipated crime and disorder implications resulting from this service.

### **15. Health and wellbeing implications**

15.1 The changes in progress are likely to have implications for how current services are delivered with an aim to improve outcomes for our residents.

### **16. Social Value**

16.1 The services procured from Newton Europe in Phase 2 (Design and Implementation) are designed to create ownership within the Lewisham team from the leadership to front line staff, essential for delivering sustainable change. Direct partnership between Lewisham and Newton colleagues on each workstream aims to maximise skills and knowledge transfer. This will build the capability of staff and allow future improvements to be taken on without the support of external partners. This is also beneficial for the personal development of the individuals involved.

16.2 Phase 2 will also work to improve the opportunities for residents to live more independently, through targeted support (e.g. access to reablement, progression support, use of assistive technology etc) or stronger links with community-based services that provide support aligned to the Care Act domains. For example, progression support will help Adults with Learning Disabilities to access opportunities for work, education or volunteering.

### **17. Background papers**

None

### **18. Glossary**

18.1 Please find definitions of some key terms in the table below:

<b>Term</b>	<b>Definition</b>
ASC	Adult Social Care
CCS	Crown Commercial Services
ESPO	Eastern Shires Purchasing Organisation

Term	Definition
Framework Agreement	A framework comprises a description of common public sector requirements, a list of suppliers who have been evaluated as capable of delivering the requirements, and standardised contract terms, which save time and money. Frameworks are often divided into lots, typically by product or service type. The collective purchasing power of customers, plus the procurement knowledge of the framework provider, means they can get the best commercial deals in the interests of taxpayers.
YPO	Yorkshire Purchasing Organisation

## 19 Report author(s) and contact

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

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**Appendix A**

**65+ Population**

POPPI is the Projecting Older People Population Information System developed by the Institute of Public Care (IPC) with Oxford Brookes University. It is for use by local authority planners and commissioners of social care provision in England, together with providers. The programme was designed to help explore the possible impact that demography and certain conditions may have on populations aged 65 and over and is being used in this context to attempt to understand future social care needs for older Lewisham residents.

The latest POPPI figures for the whole population aged 65+, use ONS Population Projections published in 2020, but which were based on 2018 calculated data. Therefore were not informed by any of the recently released 2021 Census data. At this point the total Lewisham population aged 65+ was predicted to increase considerably from 29,400 in 2020 to 33,400 in 2025 (and then increase further to 39,200 by 2030).

The below tables and text discuss the predicted number of residents who are likely to have higher levels of need.

*Table 1. Estimated Care Home Residents aged 65+*

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Total population aged 65 and over living in a care home with or without nursing	826	842	854	877	899	907

By 2025, POPPI data estimates that there will be an additional 81 Lewisham residents aged 65+ living in a care home with or without nursing (compared to 2020), an almost 10% increase.

*Table 2. Estimated Number of Residents aged 65+ who need help with at least one domestic task*

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Total population aged 65+ who need help with at least one domestic task	8,390	8,538	8,724	8,886	9,072	9,287

Between 2020 and 2025, it is predicted that almost 900 additional Lewisham residents will need help with at least one domestic task (a 10.7% increase).

*Table 3. People aged 65+ predicted to have health issues by condition*

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Dementia	2,057	2,077	2,114	2,146	2,173	2,216
Obesity	8,934	9,156	9,398	9,612	9,893	10,177
Diabetes	3,641	3,725	3,825	3,909	4,028	4,138
Depression	2,543	2,608	2,676	2,735	2,807	2,887
Cardiovascular Disease	9,228	9,413	9,673	9,887	10,161	10,409
Bronchitis/ emphysema	490	501	514	525	541	555

For all health conditions presented above, increases are expected across the board. With the exception of Dementia, which is expected to increase by 7.7%, all other conditions are predicted to see more than a 10% increase. Again the below tables and text discuss the predicted number of residents who are likely to have higher levels of need.

*Table 4. People aged 65+ predicted number of Lewisham residents with a Learning Disability*

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Moderate or severe learning disability	83	86	88	90	93	96
Down's syndrome	<5	<5	<5	<5	<5	<5
Autistic Spectrum Disorder	267	271	279	286	295	302

For Learning Disabilities, as presented by POPPI, the biggest increase in the Lewisham 65+ population is estimated to be residents with Autistic Spectrum Disorder. The predicted level for residents with Down syndrome is predicted to remain below 5, therefore we do not report the number.

#### 18-64 Data

A similar dataset ([PANSI](#)) has been created to predict the population for the above groups for working age residents (18-64). The latest figures for the whole population aged 18-64, again uses ONS Population Projections published in 2020, but which were based on 2018 calculated data. Therefore were not informed by any of the recently released 2021 Census data. At this point the total Lewisham population aged 18-64 was predicted to increase considerably from 308,600 in 2020 to 317,800 in 2025 (and then increase further to 324,600 by 2030).

PANSI data estimates are not provided for care/nursing home residents aged 18-64. Nor are details of the number of residents who need help with at least one domestic task. Instead data is presented on those predicted to have a moderate or serious personal care disability.

*Table 5. Number of Lewisham residents aged 18-64 predicted to have a moderate or serious personal care disability*

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Moderate personal care disability	7,297	7,409	7,497	7,588	7,679	8,265
Serious personal care disability	1,640	1,662	1,679	1,697	1,716	1,844
Total	8,937	9,071	9,176	9,285	9,395	10,109

By 2025, it is predicted that Lewisham will have over 10,000 residents aged 18-64 with a moderate to severe care disability, an increase of over 13%.

*Table 6. People aged 18-64 predicted to have health issues by condition*

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Long term health condition caused by a Stroke	534	541	550	556	564	573
Diabetes	6,108	6,189	6,279	6,337	6,409	6,484
Visual Impairment	137	138	139	139	140	141
Severe Hearing Impairment	1,121	1,136	1,151	1,168	1,182	1,193

For all health conditions presented above, increases are expected across the board. With diabetes seeing the biggest increase in terms of numbers of residents.

*Table 7. Predicted Number of Lewisham residents aged 18-64 with a Learning Disability*

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Moderate or severe learning disability	1,182	1,191	1,198	1,206	1,214	1,219
Down's syndrome	132	133	133	134	135	135
Autistic Spectrum Disorder	2,095	2,112	2,126	2,141	2,152	2,166

For Learning Disabilities, as presented by PANSI, the biggest increase in the Lewisham 18-64 population is estimated to be residents with Autistic Spectrum Disorder, which is predicted to see a 3.4% increase by 2025.

*Table 8. Predicted Number of Lewisham residents aged 18-64 considered to be at higher risk of alcohol-related health problems*

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Risk of alcohol related health problems	8,642	8,719	8,800	8,864	8,934	9,011
Drug dependence	7,728	7,740	7,743	7,767	7,782	7,799

The number of residents aged 18-64 at higher risk of alcohol-related health problems is predicted to rise by 4% by 2025. Drug dependence is predicted to increase by less than 1%.

*Table 9. Predicted Number of Lewisham residents aged 18-64 predicted to have mental health related ill health*

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Common Mental Health disorder	39,885	40,110	40,352	40,515	40,696	40,914
Psychotic disorder	1,475	1,484	1,493	1,500	1,507	1,516
Early onset dementia (30-64)	71	72	74	75	77	77

All mental ill health conditions described in table 9 are predicted to increase by 2025.



## Public Accounts Select Committee

### Select Committee Work Programme Report

**Date:** 22 September 2022

**Key decision:** No.

**Class:** Part 1 (not restricted)

**Wards affected:** Not applicable

**Contributor:** Timothy Andrew (Scrutiny Manager)

### Outline and recommendations

This report gives Committee members an opportunity to review the Committee's work programme and make any necessary changes.

The Committee is asked to:

- Review the work programme attached at Appendix B.
- Consider the items for the next meeting and specify the information required.
- Look at the forward plan of key decisions at Appendix E to consider whether there are any items that should be considered for further scrutiny.

### Timeline of decision-making

30 June 2022 - Draft Public Accounts Select Committee work programme 2022/23 agreed by Committee

19 July 2022 - Work programme 2022/23 – agreed by Business Panel

## 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 19 July 2022.
- 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:
  - 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.
  - Look at 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:

The Committee's terms of reference

- 3.2. The Committee's areas of responsibility, include, but are not limited to:
  - Reviewing the way Council managers makes decisions about spending money
  - Challenging the Council to use the most effective means of managing its resources
  - Examining and challenging the Council's plans for setting its annual budget
  - Recommending ways to improve the Council's processes for buying goods and services (and for managing services to get the best value)

Whether any urgent issues have arisen that require scrutiny

- 3.3. If the Committee becomes aware of an issue requiring further scrutiny, it should consider the prioritisation process (Appendix C) and the Effective Scrutiny Guidelines (Appendix D) before deciding on its priority.

Whether a meeting is the most effective means for scrutinising the issue

- 3.4. Committee members should consider whether there are alternative methods for gathering information or receiving updates on issues of interest. For example, would a briefing, written summary or review of exiting material be more appropriate and effective?

Whether there is space in the Committee's work plan to consider the item

- 3.5. Members should consider which work programme items could be removed or rescheduled to make space for the full consideration of more important issues.

Whether the item links to the priorities set out in the corporate strategy

- 3.6. The [Corporate Strategy for 2018-2022](#) set out the following priorities:
  - [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.
- [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.

3.7 A new Corporate Strategy is currently in development, which will include a refreshed set of priorities and will describe how the Council intends to address the social, economic and environmental challenges facing the borough up to 2026. Once this is in place, the Committee may wish to review its work programme in light of the new strategy.

3.8 The Committee should also note and take into account the four strategic themes of the borough's Covid-19 recovery plan, Future Lewisham, which support what we want for every single resident and that we know are what we need to focus on locally: an economically sound future; a healthy and well future; a greener future; and a future we all have a part in.

#### 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. If the Committee has designated one of its members as a climate change champion, that member should work with the Chair to ensure that officers are given appropriate steers in relation to the reports, to ensure they include relevant climate change considerations.
- 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 effective scrutiny of the item.

Agenda Item	Review type
Budget cuts	Standard item

#### 5. Scrutiny between meetings

- 5.1. This is a list of scrutiny activity, including briefings, visits and engagement, that has taken place outside of the Committee meetings:
  - Chair's meetings with finance officers; the directors of children's and adult social care as well as Executive Directors for Corporate Resources; Community Services and Children and Young People.

## **6. Financial implications**

- 6.1. 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.

## **7. Legal implications**

- 7.1. 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.

## **8. Equalities implications**

- 8.1. 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.
- 8.2. The Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
  - advance equality of opportunity between people who share a protected characteristic and those who do not.
  - foster good relations between people who share a protected characteristic and those who do not.
- 8.3. There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

## **9. Climate change and environmental implications**

- 9.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report. However, in February 2019 Lewisham Council declared a Climate Emergency and proposed a target to make the borough carbon neutral by 2030. An action plan to achieve this target was subsequently agreed by Mayor and Cabinet (following pre-decision scrutiny by the Public Accounts Select Committee)<sup>1</sup>. The plan incorporates all areas of the Council's work. Items on the work programme may well have climate change and environmental implications and reports considered by the Committee should acknowledge this.

## **10. Crime and disorder implications**

- 10.1. 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.

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<sup>1</sup> See <https://lewisham.gov.uk/TacklingTheClimateEmergency> for a summary of the Council's work in this area.



## **11. Health and wellbeing implications**

- 11.1. 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.

## **12. Report author and contact**

If you have any questions about this report please contact: Timothy Andrew (Scrutiny Manager) 020 8314 7916 [timothy.andrew@lewisham.gov.uk](mailto:timothy.andrew@lewisham.gov.uk)

## **Appendix A**

### **Public Accounts 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 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.

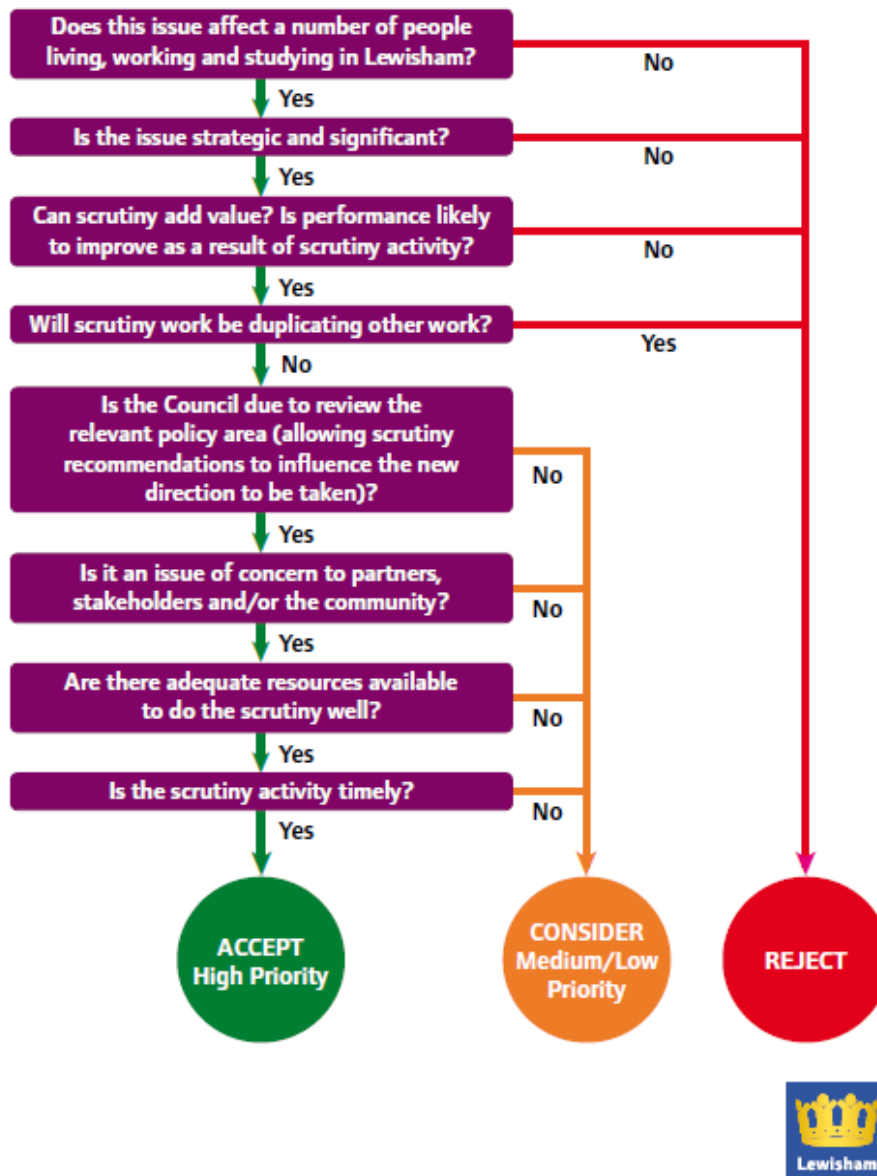
In addition to the general terms of reference outlined above, the Public Accounts Select Committee has the following specific terms of reference - to exercise all the functions and roles of the overview and scrutiny committee in relation to the following matters:

- To make reports and recommendations to the Council or the Executive which promote the better custodianship of the Council's finances and to make recommendations for best financial practice across the authority.
- To investigate the possibilities for improving the Council's financial management practice and to make reports and recommendations to Executive or Council as appropriate.
- To encourage the highest standards of financial custodianship where necessary overseeing training activity for all members in this area.
- To consult on and to comment on and make recommendations to the Executive in respect of the actual and proposed contents of the Council's budget and without limiting the general remit of the committee, to hold the Executive to account for its performance in respect of all budgetary matters.
- To receive reports as appropriate from the Audit Panel in respect of their overview of contract procedure rules and financial regulations.
- To make recommendations and reports for consideration by the Executive or Council to improve procurement practice.
- To scrutinise the effectiveness of the Audit Panel.

## 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



## Appendix D

### 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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**Public Accounts Select Committee work plan 2022-23**

Item	Type of item	Priority	30-Jun-22	22-Sep-22	01-Dec-22	19-Jan-23	16-Mar-23
Medium term financial strategy	Standard item	All					
Financial monitoring	Performance monitoring	All	(period 2)	(period 4)		(period 8)	
Financial results 2021-22	Performance monitoring	All					
Budget pressures and management action	Performance monitoring	All					
Treasury management	Performance monitoring	All				Draft 23-24 strategy	
Budget cuts	Performance monitoring	All					
Council budget 2023-24	Policy development	All					
To be decided		All					
Income generation and commercialisation	Performance monitoring	All					

Information items

Asset strategy update	Information	All					
Procurement social value policy	Information	All					
Treasury management mid-year review	Information	All					
Audit panel update	Information	All					
Reserves update	Information	All					
Capital programme review	Information	All					

**Corporate Priorities****Priority**

<b>1</b>	<b>Open Lewisham</b>	<b>CP 1</b>
<b>2</b>	<b>Tackling the Housing Crisis</b>	<b>CP 2</b>
<b>3</b>	<b>Giving Children and young people the best start in life.</b>	<b>CP 3</b>
<b>4</b>	<b>Building an inclusive local economy</b>	<b>CP 4</b>
<b>5</b>	<b>Delivering and defending: health, social care and support</b>	<b>CP 5</b>
<b>6</b>	<b>Making Lewisham greener</b>	<b>CP 6</b>
<b>7</b>	<b>Building Safer Communities</b>	<b>CP 7</b>



## FORWARD PLAN OF KEY DECISIONS

### Forward Plan September 2022 - December 2022

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 Emma Aye-Kumi, the Local Democracy Officer, at the Council Offices or [emma.aye-kumi@lewisham.gov.uk](mailto:emma.aye-kumi@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.

May 2022	<b>Catford Library Winslade Way works - Contract Award</b>	28/06/22 Executive Director for Corporate Services	Kplom Lotsu, SGM Capital Programmes and Councillor Andre Bourne, Cabinet Member for Culture and Leisure (job share)		
January 2022	<b>Contract for Statutory Funeral Provision</b>	28/06/22 Executive Director for Community Services	Corinne Moocarme, Joint Commissioning Lead, Community Support and Care, Community		

**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
			Services, LBL and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	<b>Digital Infrastructure Fibre Wayleave</b>	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	<b>Expert Assessors services for Concessionary Award Schemes</b>	28/06/22 Executive Director for Corporate Services	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Expert Assessors Services for Concessionary Award Services</b>	28/06/22 Executive Director for Corporate Services	and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
May 2022	<b>Procurement of a replacement Housing Management System and implementation of a Customer Relationship Management System.</b>	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	<b>Procurement of Learning and Development Services Provider</b>	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	<b>Procurement of Replacement Housing Management System and implementation of</b>	28/06/22 Executive Director for Corporate	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		

<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>
	<b>Customer Relationship Management System</b>	Services			
June 2022	<b>Authority to procure ASD Post Diagnosis Parent Support</b>	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Authority to Procure Mediation and Disagreement Resolution Service</b>	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Authority to procure SEN and Disabilities Advice and Support Services</b>	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Authority to Procure SEN Transport - Dynamic Purchasing System Licence</b>	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Authority to procure Specialist Short Breaks - Mentoring Programme</b>	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Approval for Contract Award - Works contract for the former Catford Constitutional Club Pt1</b>	14/09/22 Mayor and Cabinet	Iqbal Iffat, Project Manager Capital Programme Delivery 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>&amp; P2</b>		Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
May 2022	<b>Approval for s106 monies to go to Deptford Challenge Trust</b>	14/09/22 Mayor and Cabinet	and Councillor Kim Powell, Cabinet Member for Businesses, Jobs and Skills		
May 2022	<b>Approval for the Local Development Scheme (LDS)</b>	14/09/22 Mayor and Cabinet	David Syme, Head of Strategic Planning and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
May 2022	<b>Approval of the Lewisham Local Plan - Regulation 19 Proposed Submission document for public consultation</b>	14/09/22 Mayor and Cabinet	David Syme, Head of Strategic Planning and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
August 2022	<b>Authority to Procure NHS health checks provision</b>	14/09/22 Mayor and Cabinet	Jason Browne, Public Health Commissioning Manager and Councillor Kim Powell, Cabinet Member for Businesses, Jobs and Skills		
February 2022	<b>BfL Programme - Approval to enter into contract</b>	14/09/22 Mayor and Cabinet	James Ringwood, Housing Delivery		

**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
			Manager and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	<b>Carer Information Advice and Support Services - permission to procure</b>	14/09/22 Mayor and Cabinet	Joanne Lee, Contracts Monitoring Officer and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	<b>Catford Regeneration Partnership Ltd Update</b>	14/09/22 Mayor and Cabinet	Kplom Lotsu, SGM Capital Programmes and Councillor Kim Powell, Cabinet Member for Businesses, Jobs and Skills		
June 2022	<b>Lewisham and Lee Green LTN Monitoring Update</b>	14/09/22 Mayor and Cabinet	Zahur Khan, Director of Public Realm and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
August 2022	<b>Lewisham Homes Business Plan</b>	14/09/22 Mayor and Cabinet	Fenella Beckman, Director of Housing and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
June 2022	<b>Maximising Wellbeing of Carers</b>	14/09/22 Mayor and Cabinet	Tristan Brice, Associate Director, Community Support and Care 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
			Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	<b>Permission to Procure for refurbishment works and registered provider for Supported Accommodation for Young People for Site 1 and Site 2</b>	14/09/22 Mayor and Cabinet	Kevin Chadd, Senior Planning Lawyer and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Permission to procure for the provision of Temporary Agency Staff/Managed Service Provider</b>	14/09/22 Mayor and Cabinet	Karin Courtman, Service Manager, Family Support and Intervention and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	<b>Permission to Procure new registered provider for supported accommodation and building management (Northover and Amersham).</b>	14/09/22 Mayor and Cabinet	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Reduction and Recycling Plan 2023-2025</b>	14/09/22 Mayor and Cabinet	Wendy Nicholas, Strategic Waste and Environment Manager and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
August 2022	<b>Request to extend three Children and Family Centre</b>	14/09/22 Mayor and Cabinet	Caroline Hirst, Joint Commissioner, Children		

**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>contracts and client record system for 12 months from 1 April '23 - 31 March '24</b>		and Young People's Services and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>To approve the procurement strategy for a Lewisham based Healthwatch service</b>	14/09/22 Mayor and Cabinet	Tristan Brice, Associate Director, Community Support and Care and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
May 2022	<b>Watergate Special School Expansion budget approval and approval to procure</b>	14/09/22 Mayor and Cabinet	Iqbal Iffat, Project Manager Capital Programme Delivery and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Young Mayor's Budget 2021-22</b>	14/09/22 Mayor and Cabinet	Katherine Kazantzis, Principal Lawyer and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
August 2022	<b>Award of Corporate Estate Maintenance Programme Contract 2, Phase 1</b>	27/09/22 Executive Director for Housing, Regeneration & Environment	Akweley Badger, Project Support Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		

<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>
August 2022	<b>Award of Corporate Estate Maintenance Programme Contract 3, Phase 1</b>	27/09/22 Executive Director for Housing, Regeneration & Environment	Akweley Badger, Project Support Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	<b>Approval of the Lewisham Local Plan (Regulation 19 'Proposed Submission' document for public consultation</b>	28/09/22 Council	David Syme, Head of Strategic Planning and		
June 2022	<b>Catford Regeneration Partnership Limited (CRPL) - Update</b>	28/09/22 Council	Kplom Lotsu, SGM Capital Programmes and		
June 2022	<b>Catford Regeneration Partnership Ltd Update</b>	28/09/22 Council	Kplom Lotsu, SGM Capital Programmes and Councillor Kim Powell, Cabinet Member for Businesses, Jobs and Skills		
June 2022	<b>Approval to procure - Beckeham Place Park Eastern side works</b>	05/10/22 Mayor and Cabinet	Adam Platts, Project Manager and Councillor Andre Bourne, Cabinet Member for Culture and Leisure (job share)		
August 2022	<b>Authority to Procure Adult Weight Management Services: Universal offer; Targeted offer</b>	05/10/22 Mayor and Cabinet	Iain McDiarmid and Councillor Paul Bell, 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>
June 2022	<b>BfL Appropriation for Planning purposes</b>	05/10/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
June 2022	<b>BfL Programme - Approval to enter into contract</b>	05/10/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
June 2022	<b>Church Grove - Lease of Affordable Housing Units</b>	05/10/22 Mayor and Cabinet	Angela Bryan, Strategic Development Officer and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
June 2022	<b>Consultation on a borough-wide Public Space Protection Order</b>	05/10/22 Mayor and Cabinet	and Councillor Andre Bourne, Cabinet Member for Culture and Leisure (job share)		
August 2022	<b>Contract for Microsoft Licences - EMT approval to use framework. Mayor and Cabinet to note procurement and delegate authority for award to ED of Corporate Resources.</b>	05/10/22 Mayor and Cabinet	Philippa Brewin and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	<b>Highways Planned and</b>	05/10/22	Zahur Khan, Director of		

<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>
	<b>Unplanned Maintenance Contract</b>	Mayor and Cabinet	Public Realm and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
June 2022	<b>Lewisham Education Strategy</b>	05/10/22 Mayor and Cabinet	Angela Scattergood, Director of Education Services, Education Standards and Inclusion and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	<b>Lewisham Play Strategy 2022 - 2027</b>	05/10/22 Mayor and Cabinet	Sara Rahman and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
August 2022	<b>Microsoft Office 365 E5 licencing (part 2 report)</b>	05/10/22 Mayor and Cabinet	Wendy Carr and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	<b>Part 1 - Recommendation for the delivery of Extra Care Services at Hazlehurst Court, Catford</b>	05/10/22 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Juliet Campbell, Cabinet Member for Communities, Refugees and Wellbeing		

**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>
June 2022	<b>Public Realm Call Off Framework</b>	Not before 05/10/22 Mayor and Cabinet	Louise McBride, Head of Highways & Transport and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
June 2022	<b>Public Realm Framework contract award</b>	05/10/22 Mayor and Cabinet	Zahur Khan, Director of Public Realm and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
June 2022	<b>Service Charge Policy</b>	05/10/22 Mayor and Cabinet	Fenella Beckman, Director of Housing and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
June 2022	<b>Treasury Management Strategy Mid-Year Review</b>	05/10/22 Mayor and Cabinet	David Austin, Director of Corporate Services and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
August 2022	<b>Walsham - Budget Requirement</b>	05/10/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		

**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>
August 2022	<b>Award of a Contract for Microsoft Licences.</b>	Not before 11/10/22 Executive Director for Corporate Services	Philippa Brewin and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	<b>Accommodation Procurement Strategy</b>	02/11/22 Mayor and Cabinet	Fenella Beckman, Director of Housing and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
June 2022	<b>Award of Contract (Stop Smoking Service)</b>	02/11/22 Mayor and Cabinet	Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning and Councillor Juliet Campbell, Cabinet Member for Communities, Refugees and Wellbeing		
August 2022	<b>Brownfield Land Release Fund (BLRF)</b>	02/11/22 Mayor and Cabinet	Monique Wallace, Planning Manager, Strategic Housing and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
June 2022	<b>Highways and Traffic Works Partnering Contract</b>	02/11/22 Mayor and Cabinet	Zahur Khan, Director of Public Realm and Councillor Louise Krupski, Cabinet Member		

**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
			for Environment and Climate		
January 2022	<b>Lewisham Autism Strategy</b>	02/11/22 Mayor and Cabinet	Polly Pascoe, Integrated Commissioning Manager and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
August 2022	<b>Management of Parks and Open Spaces</b>	02/11/22 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and		
August 2022	<b>Oak Hill Nursery expansion of Commercial Lease into Designated Children Centre</b>	02/11/22 Mayor and Cabinet	Michael Grant, Early Intervention Business Manager and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Part 1 - Notification of the transfer of Conrad Court Extra Care Housing</b>	02/11/22 Mayor and Cabinet	Beate Hellowell, Scrutiny Manager and Councillor Juliet Campbell, Cabinet Member for Communities, Refugees and Wellbeing		
June 2022	<b>Permission to Tender Lawrence House Ground Floor Refurbishment Works</b>	02/11/22 Executive Director for Housing, Regeneration & Environment	Gavin Plaskitt, Programme Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		

**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 2022	<b>Request to award Rough Sleeper Initiative Year 5 services Part 2</b>	02/11/22 Mayor and Cabinet	Jonathan Scarth and		
June 2022	<b>Right to Buyback 2</b>	02/11/22 Mayor and Cabinet	Kathy Freeman, Executive Director for Corporate Resources and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
August 2022	<b>Award of Corporate Estate Maintenance Contract Phase 2</b>	15/11/22 Executive Director for Housing, Regeneration & Environment	Akweley Badger, Project Support Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
November 2021	<b>Award of Corporate Estate Maintenance Programme Phases 1 &amp; 2 works contract</b>	Before 15/11/22 Executive Director for Housing, Regeneration & Environment	Akweley Badger, Project Support Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	<b>Meliot Centre Relocation Contract Award</b>	Before 15/11/22 Executive Director for Housing, Regeneration & Environment	and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	<b>Approval to appoint operator for concessions contract at Beckenham Place Park Lake</b>	Not before 01/12/22 Mayor and Cabinet	Vince Buchanan, Green Spaces Contracts Manager and Councillor Andre Bourne, Cabinet Member for Culture 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
			Leisure (job share)		
August 2022	<b>Award reports for Adult Weight Management Services:Universal Offer; Targeted Offer</b>	07/12/22 Mayor and Cabinet	Iain McDiarmid and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
May 2022	<b>On Street Advertising Contract Variation and Extension</b>	Not before 07/12/22 Mayor and Cabinet	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
August 2022	<b>Overview of the Family Hubs and Start for Life Programme 2022-25</b>	07/12/22 Mayor and Cabinet	Serita Kwofie and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	<b>Parts 1 &amp; 2 - Recommendation regarding the delivery of Extra Care Services by Housing 21 at Cinnamon Court Deptford</b>	07/12/22 Mayor and Cabinet	Beate Hellawell, Scrutiny Manager and Councillor Juliet Campbell, Cabinet Member for Communities, Refugees and Wellbeing		
August 2022	<b>Permission to Award Supported Accommodation services</b>	07/12/22 Mayor and Cabinet	Jonathan Scarth and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
August 2022	<b>Valentines Court - Approval to get into contract</b>	07/12/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Brenda Dacres, Deputy		

<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>
			Mayor and Cabinet Member for Housing Development and Planning		
August 2022	<b>Award report for NHS Health Checks provision</b>	07/12/22 Mayor and Cabinet	Iain McDiarmid and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	<b>Building for Lewisham Budget requirements Pt1 &amp; Pt2</b>	11/01/23 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
June 2022	<b>Council Tax Base Report 2023/24</b>	11/01/23 Mayor and Cabinet	Katharine Nidd, Strategic Procurement and Commercial Services Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
August 2022	<b>Financial Monitoring Period 8</b>	11/01/23 Mayor and Cabinet	Nick Penny, Head of Service Finance and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		



**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>

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