

Overview and Scrutiny



Safer Stronger Communities Select Committee Agenda

Thursday, 3 November 2022

7.00 pm

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Katie Wood - 0208 3149446

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

Part 1

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Safer Stronger Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 3 November 2022.

Kim Wright, Chief Executive
Wednesday, 26 October 2022

<p>Members</p> <p>Councillor Ayesha Lahai-Taylor (Chair)</p> <p>Councillor Liam Shrivastava (Vice- Chair)</p> <p>Councillor Bill Brown</p> <p>Councillor Mark Jackson</p> <p>Councillor Hilary Moore</p> <p>Councillor Rachel Onikosi</p> <p>Councillor Hau-Yu Tam</p> <p>Councillor Mark Ingleby (ex-Officio)</p> <p>Councillor Ese Erheriene (ex-Officio)</p>	
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MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE

Thursday, 13 October 2022 at 7.00 pm

IN ATTENDANCE: Councillors Ayesha Lahai-Taylor (Chair), Liam Shrivastava (Vice-Chair), Bill Brown and Mark Jackson

ALSO JOINING THE MEETING VIRTUALLY: Councillor Hau-Yu Tam

APOLOGIES: Councillor Moore

ALSO PRESENT: Councillor James-J Walsh (Cabinet Member for Culture and Leisure (job share)), Keith Cohen (Head of Lewisham YOS), Sidra Hill-Reid (Head of Adult Learning), Salena Mulhere (Assistant Chief Executive) and Katie Wood (Scrutiny Manager)

ALSO PRESENT VIRTUALLY: Councillor Chris Barnham (Cabinet Member for Children's Services and School Performance), Councillor Amanda De Ryk (Cabinet Member for Finance and Strategy), David Murray (Interim Director: Culture, Learning & Libraries) and Sherene Russell-Alexander

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 **Minutes of the meeting held on 16th June 2022**

1.1 **RESOLVED:**

That the minutes be agreed as an accurate record of proceedings.

2 **Declarations of interest**

2.1 **RESOLVED:**

There were no declarations of interest.

3 **Lewisham Youth Offending Service and National Probation Service**

3.1 Keith Cohen, Head of Lewisham Youth Offending Service (YOS), introduced the report to the Committee. The Committee was informed that Lucien Spence from the Probation Service was unable to attend. In the discussion that followed, the following key points were made:

- Members of the Committee expressed their thanks to the Youth Offending Service for the excellent work they did and thanked them for providing a tour for members of the committee.
- Sexual offences were an under-reported crime and strategies to address harmful sexual behaviours were in place. Staff had appropriate training including in contextual safeguarding and training took place in schools.

- There remained issues of disproportionality in the system. The YOS continued to highlight this and to do what they could to limit its effects. Many of the drivers of disproportionality were outside the control of the service or the Council so there were limits on what could be achieved. One project undertaken was to work with solicitors regarding “no comment” interviews to discuss the implications for young people involved such as potentially leading to increases in cases going to court and then in turn to increases in custodial sentences.
- Members of the Committee commented that providing a glossary of acronyms would be helpful.
- Those not in education, employment or training (NEET) continued to make up a large percentage of the young people coming into contact with the YOS and working closely with other teams in the Children and Young People Directorate was important as well as ensuring a child first approach.
- Monitoring numbers registered with a GP could be useful to ensuring consideration of the young people’s needs were met.
- Lewisham had the 5th highest rate amongst London boroughs for serious youth violence.
- The YOS was working with community partners to increase engagement such as with Youth First who had been commissioned to deliver a mentoring project with young people.
- A member of the committee commented that the committee report did not include the voice of young people within it. The Committee heard that the YOS continued to do a lot of work on ensuring young people’s voices were heard including working with Goldsmiths University on capturing a range of feedback from parents and young people. For traumatised young people it was essential that they felt safe and they trusted those that worked with them. Survey results in this area had consistently been very high. The report could be shared with the Committee.

3.2 **RESOLVED:** That

1. The recommendations of the annual Youth Justice Plan be agreed.
2. The report and data from the Probation Service be noted.
3. The evaluation carried out by the Youth Offending Team on the voice of young people be shared with members of the Committee.

4 **Staff Survey Results**

4.1 Salena Mulhere, Assistant Chief Executive presented the report to the Committee. Sherene Russell-Alexander, Head of Human Resources, was in attendance online. In the discussion, the following key points were raised:

- Members of the Committee highlighted the following areas as being of particular concern: that 50% of staff said they regularly worked additional hours to complete their work; that 25% of staff said they did not have the resources needed to do their job; that one third of staff had not had an appraisal in the last year; that one third felt they were not invested in; and that one fifth said they were looking to leave within the next year.

- In response the Committee was informed that these were areas of concern and there was a correlation to the reduced resources available. Senior Managers would be developing action plans with their teams to look at the issues in more detail and action plans would be linked to service plans for Directorates.
- Demographics played a part in terms of the numbers of those looking to leave the council.
- There had been a big increase in the number of staff receiving appraisals since the last staff survey. Managers were being monitored and considerations such as additional training needs were being looked at to improve rates.
- Exit surveys were not always carried out and this would be looked at in more detail to see if improvements could be made.
- Some pressure on staff time was from vacancies and there remained many roles that were hard to recruit to. However, in the context of the financial pressure on the Local Authority it was important to consider vacancies as to whether they needed to be filled, as it was preferable to delete vacant posts than having to make people redundant.
- Roles in Planning, Finance, HR and Education were all becoming harder to recruit to and this was a problem faced by many other local authorities.
- Members of the Committee requested additional analysis of the survey results including by protected characteristics and by grade. Additional information would be provided to the Committee once it became available.
- Lewisham had the highest retention level of social workers in London.
- There was limited money available for training but investment in staff could take place through other methods such as rewards and recognition programmes, secondments in other teams and volunteering opportunities.
- Members of the Committee expressed thanks to staff across the Council for their work and commented on the high level of cuts from central government in the last 10 years.
- A member of the committee highlighted a reciprocal mentoring scheme as a positive way to help staff development.
- The Committee was informed that the Employee Profile could be shared with them either as a formal committee report or for information.

4.2 **RESOLVED:**

The Assistant Chief Executive would provide members of the Committee with more detailed data, including breakdowns by protected characteristics, once it became available.

5 **Adult Learning Lewisham - Equalities update**

- 5.1 Councillor Walsh, Cabinet Member for Culture and Leisure, and Sidra Hill-Reid, Head of Adult Learning Lewisham, presented the report to the Committee. David Murray, Interim Director of Culture, Learning and Libraries was also in attendance virtually. During the discussion, the following key points were raised:
- Members of the Committee praised Sidra and her team for the outstanding work they had been doing.
 - A member of the Committee asked why so many of the students were female (78%). The Committee heard that this was similar to other adult learning settings across the country and reflected a number of issues. The service would be looking at it to consider whether more could be done to encourage men to participate.

- Changes from the Department of Education meant that there would no longer be targets related to social cohesion which was of concern to the service as they were proud of the work carried out related to this.
- Adult Learning Lewisham had the full details of ethnicity of learners available. Categorisations in the report had been matched to census data and the GLA data. The funding for the service was through the GLA and data needed to be supplied to them in their standard format.

5.2 **RESOLVED:**

That the report be noted.

That Sidra Hill-Reid and her team be thanked for the outstanding work they were doing.

6 Select Committee work programme

6.1 Katie Wood, Scrutiny Manager, introduced the report to the Committee.

6.2 **RESOLVED:** That

The work programme be agreed.

The meeting ended at 9.02 pm

Chair:

Date:



Safer Stronger Communities Select Committee

Declarations of Interest

Date: 2 November 2022

Key decision: No

Class: Part 1

Ward(s) affected: All

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

7. Sensitive information

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

8. Exempt categories

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

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

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

9. Report author and contact

- 9.1. Jeremy Chambers, Director of Law, Governance and Elections
jeremy.chambers@lewisham.gov.uk, 020 8314 7648



Scrutiny Committees

Report title: Budget Reductions for 2023/24

Date: November 2022

Key decision: No

Class: Part 1

Ward(s) affected: None specific

Contributors: Director for Finance, Head of Strategic Finance, Planning and Commercial, Executive Director for Corporate Resources, Executive Director for Children and Young People, Executive Director for Community Services, and Executive Director for Housing, Regeneration and Public Realm, and Director of Law, Governance and Elections

Outline and recommendations

The purpose of this report is to present Members with officers' draft proposals for net budget reductions identified to date. These initiatives are needed to address new pressures arising from the service-specific demand and deliver changes, long-term scarring from the COVID-19 pandemic, government policy and funding changes for the sector, and the wider macroeconomic pressures arising causing the current cost of living crisis.

The new proposals presented in this report equate to £13.896m (of which £10.826m is for 2023/24) and build upon the £3.611m of initiatives identified and approved in 2021/22 and 2022/23 for delivery in 2023/24. The provisional Local Government Finance (LGFS) settlement has not yet been announced and therefore the risk remains that the Medium Term Financial Strategy (MTFS) savings target estimate may increase if the funding levels are less than those assumed in the MTFS approved by Mayor and Cabinet on 6 July 2022.

Even if all of the available measures are agreed as part of the budget, including applying the anticipated maximum council tax increases, this would still leave a budget gap for 2023/24 of £2.662m. Officers and the Executive Management Team are preparing further savings proposals to close the gap which, subject to the LGFS, will be brought forward along with the budget report for next year, to enable the Council to set a balanced budget.

Members of the Scrutiny Committees are recommended to:

- Review and comment on these draft budget reduction proposals and present their feedback to the Public Accounts Select Committee to add their own and refer onto Mayor & Cabinet.

Timeline of engagement and decision-making

- 2 February 2022 – Budget Cuts Report to Mayor & Cabinet (“M&C”)
- 2 March 2022 – Budget report to Council
- 6 July 2022 – 2022/23 financial monitoring report to M&C
- 6 July 2022 – Medium Term Financial Strategy to M&C
- 5 October 2022 – 2022/23 financial monitoring report to M&C
- 1 December 2022 – budget reduction proposals to Public Accounts Select Committee
- 7 December 2022 – budget reduction proposals to M&C

1. Summary

- 1.1. The purpose of this report is to present Mayor and Cabinet with officers’ draft proposals for the budget reductions needed to set a balanced budget for 2023/24. These initiatives are needed to address new pressures arising from the service-specific demand and deliver changes, long-term scarring from the COVID-19 pandemic, government policy and funding changes for the sector, and the wider macroeconomic pressures arising causing the current cost of living crisis.
- 1.2. The new proposals presented in the report total £13.796m of which £10.826m are towards the gap in 2023/24. At this stage the focus has to be on the gap for the next financial year. The provisional Local Government Finance (LGFS) settlement has not yet been announced and therefore remains a risk that the cuts target may increase if the funding levels are less than those assumed in the Medium Term Financial Strategy (MTFS) approved by Mayor and Cabinet on 6 July 2022. Even if all of the available measures are agreed as part of the budget, including applying the assumed maximum council tax increases, this would still leave a budget gap for 2023/24 of £2.662m. Officers and the Executive Management Team are preparing further cuts proposals to close the gap which, subject to the LGFS and forecast 22/23 outturn, will be brought forward along with the Budget report for 2023/24, to enable the Council to set a balanced budget.
- 1.3. The process of identifying budget reduction proposals sits in the context of over a decade of austerity in which savings of £229m have already been made, £137m reducing spending and £92m re-allocated to meet emerging risks, growth and service pressures between 2010 and 2022. Given the Council’s focus on protecting the most vulnerable and those in need, the budgets for key front line services, in particular social care, have not reduced by the same extent as other more universal services provided by the Council. This position is not a sustainable one going forward.
- 1.4. In 2020/21 and 2021/22 the Council adopted a collaborative thematic approach centred round the Council’s recovery from Covid, Future Lewisham priorities, and the transition to delivering future services within the available financial resources available on a secure and sustainable basis. This approach enabled services to work together as One Council across the themes to develop cross cutting proposals that sought to ensure that reductions were sustainable and did not cause cost shunt into either other service areas, the wider local government and health system or the Council’s key delivery partners.

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- 1.5. For 2023/23, the savings approach the budget reduction is a process to simultaneously targeting key high spending services whilst driving increasing efficiency from all services where feasible. The targeting of certain key areas of spend will enable a clearer focus on service design, both from a cost and income perspective. This will enable resources to focus on initiatives which are of greater financial scale and impact and which may form larger programmes. This is in contrast to spreading resources to identify numerous smaller savings and potentially 'salami slicing' service budgets. However, all services will be expected to look for deliverable efficiencies.
- 1.6. The concentration on key services reflects where the Council's budgets of scale are committed and will be easier to support from the programme management office and for innovation, allowing for more opportunities of scale to be achieved. There is a risk that the concentration on certain services increases the non-delivery risk but the investment in the Programme Management Office to support seeks to mitigate this.
- 1.7. Existing governance arrangements will be utilised where appropriate to ensure that there is rigorous oversight of the programmes that are brought forward to support these budget reduction measures and where necessary new governance will be introduced under the leadership of Executive Management Team (EMT). The budget monitoring will continue to track the delivery of savings as part of the regular financial forecasting, monthly to EMT and quarterly to Mayor & Cabinet (M&C).
- 1.8. The Council continues to face many significant financial risks. For example; the current and forecast levels of inflation, the cost of living crisis faced by the country pushing up demand for public services, coupled with persistent uncertainty as to the level of funding that Government will provide or allow councils to raise. This has impacted our ability to fully fund emerging pressures and, even once officers identify proposals for the remaining £2.662m of budget reductions required, there is the risk that if the LGFS is not as assumed in the MTFs and there is a Budget gap for 2023/24. Until further savings are identified, agreed and implemented any gap will need to be funded from corporate provisions and reserves, noting that once spent these are not available to be used again.

2. Recommendations

- 2.1. Members of the Scrutiny Committees are recommended to:
- 2.2. Review and comment on these draft budget reduction proposals and present their feedback to the Public Accounts Select Committee to add their own and refer onto Mayor & Cabinet.

3. Policy Context

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

Corporate Priorities

- **Open Lewisham** - Lewisham will be a place where diversity and cultural heritage is recognised as a strength and is celebrated.
- **Tackling the housing crisis** - Everyone has a decent home that is secure and affordable.
- **Giving children and young people the best start in life** - Every child has access to an outstanding and inspiring education, and is given the support they need to keep

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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.

3.2. As the Council seeks to support the borough and its businesses and residents through the COVID-19 pandemic and beyond, this recovery is based on the four key themes of Future Lewisham, these are:

- A Greener Lewisham;
- A healthy and well future;
- An economically sound future; and
- A future we all have a part in.

3.3. The agreement of the budget reduction measures will enable the Council to set a balanced budget for 2022/23 and therefore directly support the theme of an economically sound future for the borough and its residents.

Values

3.4. Values are critical to the Council's role as an employer, regulator, securer of services, and steward of public funds. The Council's values shape interactions and behaviours across the organisational hierarchy, between officers, and members, between the council and partners and between the council and citizens. In taking forward the Council's Budget Strategy, we are guided by the Council's four core values:

- We put service to the public first.
- We respect all people and all communities.
- We invest in employees.
- We are open, honest, and fair in all we do.

3.5. Very severe financial constraints have been imposed on Council services with significant reductions made year on year for over a decade. This on-going pressure is addressed in this report.

4. Budget Reductions Report

4.1. The appended draft report for Mayor and Cabinet contains sections which cover: the financial context; the approach to identifying budget reduction proposals; the proposals; and the timetable and route to decisions.

4.2. The financial context includes the wider macroeconomic pressures facing the Council and the country, the current financial position of the Council and the forecast outturn position, and in looking to set a balanced budget for 2023/24, what risks and pressures the Council will need to fund, and how the continued uncertainty for Local Government funding from central government increases the complexity of this process.

4.3. The report introduces the approach taken by officers to develop and bring forward budget reduction proposals, the simultaneous targeting of key services whilst driving

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increasing efficiency from all services where feasible.

- 4.4. The savings proposals include those which are key decisions and those which are not, and these are set out in the report and appendices. There is also the inclusion of those proposals which have been agreed previously in 2020/21 and 2021/22 which total £3.611m and which form an appendix to the draft report. The report also highlights that the savings gap has not been met in full, with a residual gap of £2.662m. Officers continue to develop proposals to meet this gap to come forward to scrutiny in January 2023 and Mayor and Cabinet in February 2023.
- 4.5. Finally the draft report sets out the scrutiny and decision making process and timetable.

5. Financial implications

- 5.1. The financial implications are those as set out in the appended draft Budget Reductions Report for 2023/24.

6. Legal implications

- 6.1. The legal implications are those as set out in the appended draft Budget Reductions Report for 2023/24.

7. Equalities implications

- 7.1. The equalities implications are those as set out in the appended draft Budget Reductions Report for 2023/24.

8. Climate change and environmental implications

- 8.1. The climate change and environmental implications are those as set out in the appended draft Budget Reductions Report for 2023/24.

9. Crime and disorder implications

- 9.1. The crime and disorder implications are those as set out in the appended draft Budget Reductions Report for 2023/24.

10. Health and wellbeing implications

- 10.1. The health and wellbeing implications are those as set out in the appended draft Budget Reductions Report for 2023/24.

11. Background papers

- 11.1. Previous reports setting the financial context
- 2 February 2022 – Budget Cuts Report to M&C (“M&C”)
 - 2 March 2022 – Budget report to Council
 - 6 July 2022 – 2022/23 financial monitoring report to M&C
 - 6 July 2022 – Medium Term Financial Strategy to M&C
 - 5 October 2022 – 2022/23 financial monitoring report to M&C

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11.2. Appendices

- Draft Budget Reductions Report 2023/24 and appendices

12. Glossary

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

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

13. Report author and contact

13.1. David Austin, Director of Finance, 020 8314 9114, david.austin@lewisham.gov.uk

13.2. Katharine Nidd, Head of Strategic Finance and Procurement, 020 8314 6651, Katharine.nidd@lewisham.gov.uk

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

14.1. The financial implications were provided by David Austin, Director of Finance, 020 8314 9114, david.austin@lewisham.gov.uk

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

- 15.1. The general legal implications were provided by Jeremy Chambers, Director of Law, Governance, and Elections, jeremy.chambers@lewisham.gov.uk

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Mayor and Cabinet

Report title: Budget Reductions for 2023/24

Date: 7 December 2022

Key decision: No

Class: Part 1

Ward(s) affected: None specific

Contributors: Director for Finance, Head of Strategic Finance, Planning and Commercial, Executive Director for Corporate Resources, Executive Director for Children and Young People, Executive Director for Community Services, and Executive Director for Housing, Regeneration and Public Realm, and Director of Law, Governance and Elections

Outline and recommendations

The purpose of this report is to present Mayor and Cabinet with officers' draft proposals for net budget reductions identified to date. These initiatives are needed to address new pressures arising from the service-specific demand and deliver changes, long-term scarring from the COVID-19 pandemic, government policy and funding changes for the sector, and the wider macroeconomic pressures arising causing the current cost of living crisis.

The new proposals presented in this report equate to £13.896m (of which £10.826m is for 2023/24) and build upon the £3.611m of initiatives identified and approved in 2021/22 and 2022/23 for delivery in 2023/24. The provisional Local Government Finance (LGFS) settlement has not yet been announced and therefore the risk remains that the Medium Term Financial Strategy (MTFS) savings target estimate may increase if the funding levels are less than those assumed in the MTFS approved by Mayor and Cabinet on 6 July 2022.

Even if all of the available measures are agreed as part of the budget, including applying the anticipated maximum council tax increases, this would still leave a budget gap for 2023/24 of £2.662m. Officers and the Executive Management Team are preparing further savings proposals to close the gap which, subject to the LGFS, will be brought forward along with the budget report for next year, to enable the Council to set a balanced budget.

Mayor and Cabinet are recommended to:

- Consider the comments of the Public Accounts Select Committee of the 1 December 2022, which incorporates the views of the respective select committees on these proposals.
- Note the budget reduction proposals of £3.611m presented in Section 5 and Appendix 4, the detail of which was considered in detail and approved on 9 December 2020 and 2 February 2022.
- Agree the new budget reduction proposals requiring Member approval as key decisions presented in Section 5 and Appendix 2, totalling £2.538m, by one of the following means;
 - Authorise officers to carry out consultations where staff consultation is necessary in relation to the proposal in Appendix 2 and delegate the decision to the relevant Executive Director for the service concerned.
 - Authorise officers to carry out public consultations where required in law or under the Constitution in relation to the proposal in Appendix 2 and ask officers to report back to the Mayor with the outcome, for a decision to be made.
 - Where no consultation is required for proposals in Appendix 2, either:
 - agree the proposal, or
 - delegate the decision to the relevant Executive Director for the service concerned.
- If any proposal is not agreed as above; either request officers to complete further work to clarify the proposal and re-submit it within the first quarter of the new financial year for a decision or reject the proposal.
- Note the new budget reduction proposals presented in Section 5 and Appendix 3 totalling £11.258m, and that officers will proceed with the preparation of these, consulting where required, to enable delivery from the 1 April 2023.
- Note the remaining budget gap of £2.662m, and that officers continue to develop proposals to deliver this.

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Timeline of engagement and decision-making

- 2 February 2022 – Budget Cuts Report to M&C (“M&C”)
- 2 March 2022 – Budget report to Council
- 6 July 2022 – 2022/23 financial monitoring report to M&C
- 6 July 2022 – Medium Term Financial Strategy to M&C
- 5 October 2022 – 2022/23 financial monitoring report to M&C
- 1 December 2022 – budget reduction proposals to Public Accounts Select Committee

1. Summary

- 1.1. The purpose of this report is to present Mayor and Cabinet with officers’ draft proposals for the budget reductions needed to set a balanced budget for 2023/24. These initiatives are needed to address new pressures arising from the service-specific demand and deliver changes, long-term scarring from the COVID-19 pandemic, government policy and funding changes for the sector, and the wider macroeconomic pressures arising causing the current cost of living crisis.
- 1.2. The new proposals presented in the report total £13.796m of which £10.826m are towards the gap in 2023/24. At this stage the focus has to be on the gap for the next financial year. The provisional Local Government Finance (LGFS) settlement has not yet been announced and therefore remains a risk that the cuts target may increase if the funding levels are less than those assumed in the Medium Term Financial Strategy (MTFS) approved by Mayor and Cabinet on 6 July 2022. Even if all of the available measures are agreed as part of the budget, including applying the assumed maximum council tax increases, this would still leave a budget gap for 2023/24 of £2.662m. Officers and the Executive Management Team are preparing further cuts proposals to close the gap which, subject to the LGFS and forecast 22/23 outturn, will be brought forward along with the Budget report for 2023/24, to enable the Council to set a balanced budget.
- 1.3. The process of identifying budget reduction proposals sits in the context of over a decade of austerity in which savings of £229m have already been made, £137m reducing spending and £92m re-allocated to meet emerging risks, growth and service pressures between 2010 and 2022. Given the Council’s focus on protecting the most vulnerable and those in need, the budgets for key front line services, in particular social care, have not reduced by the same extent as other more universal services provided by the Council. This position is not a sustainable one going forward.
- 1.4. In 2020/21 and 2021/22 the Council adopted a collaborative thematic approach centred round the Council’s recovery from Covid, Future Lewisham priorities, and the transition to delivering future services within the available financial resources available on a secure and sustainable basis. This approach enabled services to work together as One Council across the themes to develop cross cutting proposals that sought to ensure that reductions were sustainable and did not cause cost shunt into either other service areas, the wider local government and health system or the Council’s key delivery partners.
- 1.5. For 2023/23, the savings approach the budget reduction is a process to simultaneously

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targeting key high spending services whilst driving increasing efficiency from all services where feasible. The targeting of certain key areas of spend will enable a clearer focus on service design, both from a cost and income perspective. This will enable resources to focus on initiatives which are of greater financial scale and impact and which may form larger programmes. This is in contrast to spreading resources to identify numerous smaller savings and potentially 'salami slicing' service budgets. However, all services will be expected to look for deliverable efficiencies.

- 1.6. The concentration on key services reflects where the Council's budgets of scale are committed and will be easier to support from the programme management office and for innovation, allowing for more opportunities of scale to be achieved. There is a risk that the concentration on certain services increases the non-delivery risk but the investment in the Programme Management Office to support seeks to mitigate this.
- 1.7. Existing governance arrangements will be utilised where appropriate to ensure that there is rigorous oversight of the programmes that are brought forward to support these budget reduction measures and where necessary new governance will be introduced under the leadership of Executive Management Team (EMT). The budget monitoring will continue to track the delivery of savings as part of the regular financial forecasting, monthly to EMT and quarterly to Mayor & Cabinet (M&C).
- 1.8. The proposals include items which are key decisions and which require Mayor and Cabinet approval and those which are not key decisions and which are delegated to officers. The officer proposals are initiatives to reduce expenditure, increase efficiency and improve processes. These proposals are, in part, the continuation of savings initiatives previously agreed by Mayor and Cabinet, such as Empowering Lewisham, are cost avoidance measures, improved financial management, or more effective contract management and are therefore operational matters. However, as set out in Article 16 of the Council's Constitution, the principles of decision making are the same regardless of where the decision is taken, which requires full consideration of all relevant matters, consultation (where required) and consideration of equalities implications.
- 1.9. The Council continues to face many significant financial risks. For example; the current and forecast levels of inflation, the cost of living crisis faced by the country pushing up demand for public services, coupled with persistent uncertainty as to the level of funding that Government will provide or allow councils to raise. This has impacted our ability to fully fund emerging pressures and, even once officers identify proposals for the remaining £2.662m of budget reductions required, there is the risk that if the LGFS is not as assumed in the MTFs and there is a Budget gap for 2023/24. Until further savings are identified, agreed and implemented any gap will need to be funded from corporate provisions and reserves, noting that once spent these are not available to be used again.

2. Recommendations

- 2.1. Mayor and Cabinet are recommended to:
- 2.2. Consider the comments of the Public Accounts Select Committee of the 1 December 2022, which incorporates the views of the respective select committees on these proposals.
- 2.3. Note the budget reduction proposals of £3.611m presented in Section 5 and Appendix 4, the detail of which was considered in detail and approved on 9 December 2020 and 2 February 2022.

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- 2.4 Agree the new budget reduction proposals requiring Member approval as key decisions presented in Section 5 and Appendix 2, totalling £2.538m, by one of the following means;
- 2.4.1 Authorise officers to carry out consultations where staff consultation is necessary in relation to the proposal in Appendix 2 and delegate the decision to the relevant Executive Director for the service concerned.
- 2.4.2 Authorise officers to carry out public consultations where required in law or under the Constitution in relation to the proposal in Appendix 2 and ask officers to report back to the Mayor with the outcome, for a decision to be made.
- 2.4.3 Where no consultation is required for proposals in Appendix 2, either:
- agree the proposal, or
 - delegate the decision to the relevant Executive Director for the service concerned.
- 2.5. If any proposal is not agreed as above; either request officers to complete further work to clarify the proposal and re-submit it within the first quarter of the new financial year for a decision or reject the proposal.
- 2.6. Note the new budget reduction proposals presented in Section 5 and Appendix 3 totalling £11.258m, and that officers will proceed with the preparation of these, consulting where required, to enable delivery from the 1 April 2023.
- 2.7. Note the remaining budget gap of £2.662m, and that officers continue to develop proposals to deliver this.

3 Policy Context

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

Corporate Priorities

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

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based on the four key themes of Future Lewisham. They are:

- A Greener Lewisham;
- A healthy and well future;
- An economically sound future; and
- A future we all have a part in.

3.3. The agreement of the budget reduction measures will enable the Council to set a balanced budget for 2022/23 and therefore directly support the theme of an economically sound future for the borough and its residents.

Values

3.4. Values are critical to the Council's role as an employer, regulator, securer of services, and steward of public funds. The Council's values shape interactions and behaviours across the organisational hierarchy, between officers and members, between the council and its partners and between the council and citizens. In taking forward the Council's Budget Strategy, we are guided by the Council's four core values:

- We put service to the public first.
- We respect all people and all communities.
- We invest in employees.
- We are open, honest, and fair in all we do.

3.5. Very severe financial constraints have been imposed on Council services with significant reductions made year on year for over a decade. This on-going pressure is addressed in this report.

4 Financial Context

Economic Context

4.1. The MTFs was published in July, and set out the economic outlook for the UK based on the official forecasts for the economy and the public finances presented at the Spring Statement in March. Just four months later and much has changed. Inflation has continued to rise and become more entrenched, pushing up debt interest spending and depressing growth prospects. Multiple government fiscal decisions, often conflicting with the Bank of England's monetary decisions, has resulted in debt on a rising path as a share of national income, even after short-term untargeted and expensive energy support for households and businesses is expected to expire.

4.2. Recently with the global financial crash of 2008, the Covid 2019 pandemic, and energy costs in the current cost of living crisis, there are emergency periods when central government provides significant temporary measures to support individuals, families, and businesses. The cost of this support translates to higher debt on the government's books along with the associated interest costs while borrowing is paid back down.

4.3. The Institute for Fiscal Studies (IFS) have undertaken analysis (using Citi's macroeconomic forecast) of the public finances and conclude that rising inflation and interest rates will add to public spending on working-age benefits, state pensions and debt interest. Recent policy decisions, such as the Energy Price Guarantee and the new government's package of permanent tax cuts, will also add to borrowing. Overall, they forecast that borrowing this year will be £194 billion, which would be £94 billion higher than the £99 billion forecast in March. Of this increase, £68 billion is explained

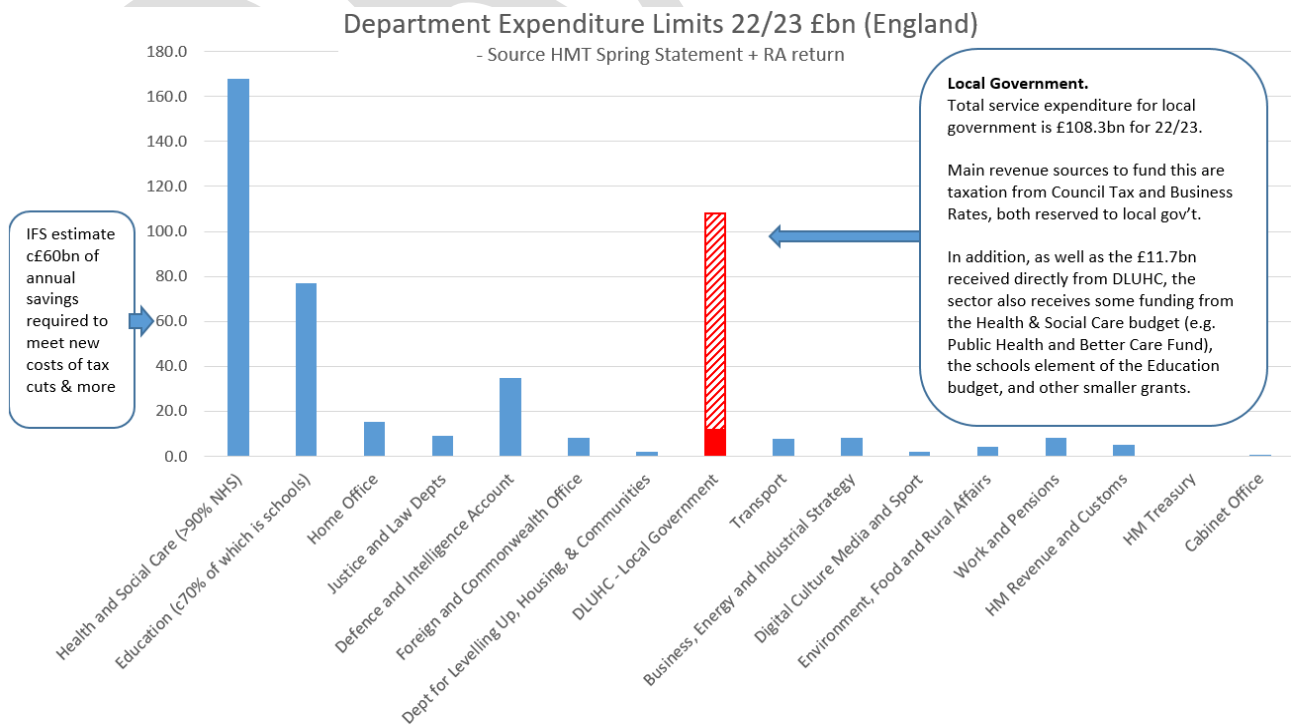
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by support for energy bills announced since March (net of revenues from the new energy profits levy).

- 4.4. Uncertainty around the current balance of fiscal and monetary policy plans adds to the potential risks and costs of bringing the national finances back onto a sustainable path. In the meantime, the government is preparing a new budget for the 31 October with revised forecasts from the Office for Budget Responsibility (OBR) with 'eye watering' difficult decisions on a combination of spending cuts and tax rises. These will impact Lewisham's residents and may also directly impact the Council's Budget if additional spending cuts are required from the local government sector.
- 4.5. In respect of the sustainability of the public finances, even once the energy support packages are assumed to expire, borrowing forecasts remain elevated. How much is impacted by the confidence of the markets in the government plans and the rates of interest at which investors will lend to the government. Recognising this uncertainty around the exact magnitude, using the central forecast in 2026/27 the IFS expect borrowing of £103 billion, which would be £71 billion higher than forecast in March. The position remains fluid pending the 31 October budget from the Chancellor and the LGFS that will follow on from that, probably in early December.
- 4.6. The stated government policy is that government keeps broadly to the departmental spending plans set out a year ago. Keeping to the existing cash spending plans therefore means a decrease in funding in real terms, by how much being dependent on the levels of inflation over the coming months.
- 4.7. The Chancellor has promised a 'fully costed plan to get debt falling in the medium-term' and the government might be inclined to deliver any fiscal tightening through spending cuts. The current estimate is that there is a circa £60 billion hole in the economy, the image below shows the current and assumed department expenditure limits, the direct DLUHC funding for Local Government is less than £12 billion per annum, making local government ever increasingly reliant of Council Tax, Business Rates and other forms of once off grant awarded annually to fund core services. It is not yet known where local government will be placed on the government's spending and investment priorities.



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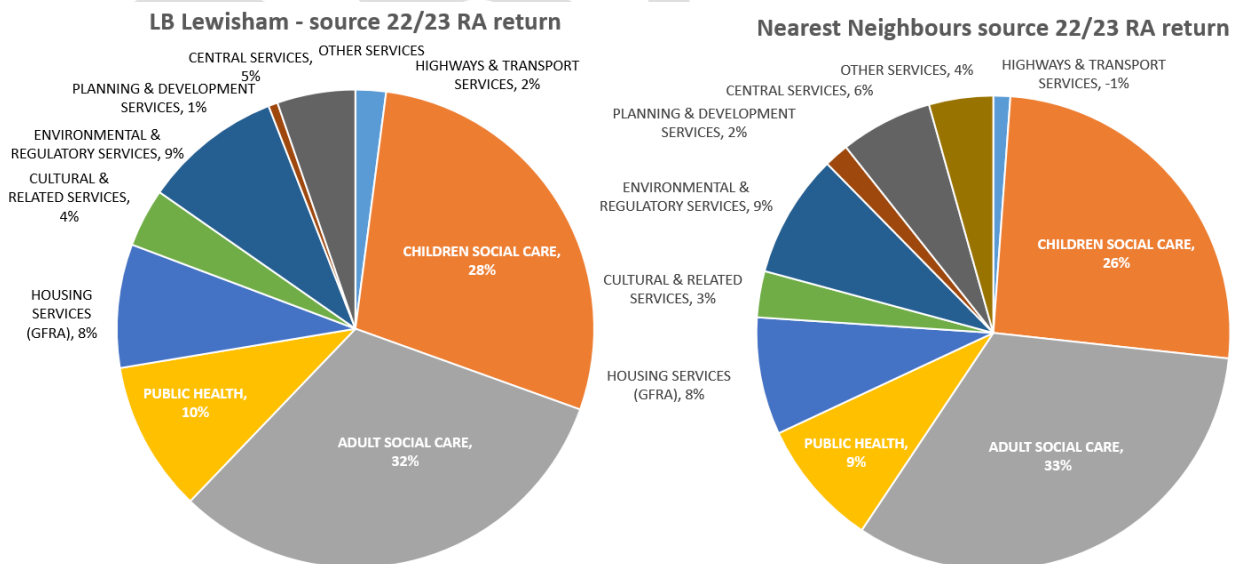
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4.8. In summary, the UK and global economy is wrestling with record inflation, increasing interest rates and high borrowing levels, all of which will persist into and most likely endure throughout 2023/24. The Council's financial position will therefore also remain volatile and uncertain during this period. Given the duty on Local Authorities to set balanced budget annually, they have no option but to assume that spending cuts will be required and to prepare proposals to deliver what are incredibly difficult decisions.

Current Council Financial Position

- 4.9. This report comes on the back of more than a decade of austerity in terms of reduced funding for local government services and the current cost of living crisis and economic turmoil. Over the previous twelve years a net £137m has been taken out of the Council's annual spending, whilst the population has grown by over 27,000 (an increase of over 9%) leading to increased demand for services. In turn this has led to reduced service provision, leaner practices in terms of support, and more risk for the Council as it seeks to maintain good customer service and deliver quality services.
- 4.10. Or put another way, the Council is now able to spend the equivalent of £1,055 less per household, per year, in the Borough. At the same time the share of the Council's net general fund budget (i.e. that realised from business rates and council tax) has seen the portion from local council tax payer's rise from 34% in 2010 to 50% in 2022.
- 4.11. Over this period the Council's spending choices focused on protecting the front line services on which the most vulnerable in our communities are dependent. In 2010/11, 52% of the Council's general fund service spend was spent on social care (adult and children). By 2020/21, that had increased to over 70% across adult and children social care services and public health services returned to local government in 2013.
- 4.12. Whilst this position is not unique to Lewisham, in that most London Boroughs budgets are focused on social care delivery, the graph below shows that Lewisham budgets to spend proportionately slightly higher than its statistical nearest neighbours on both Adult Social Care, Public Health and Childrens Social Care.



In budget terms – Lewisham is closer to others (ASC, CSC & PH = 70% of total compared to 68% for neighbours) but this then deviates with overspends at year-end (as seen in the outturn)

4.13. Since 2010-11, the Council has used reserves to support the setting of a balanced

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budget for five of these years. Whilst this protected frontline services, it meant that budgets were held higher than funding levels allowed for pending the savings being made to balance spending with resources available. Furthermore, there have been some overspends in recent years, which has meant that the Council has had to set increasingly challenging budget reduction targets to adjust for undelivered savings.

- 4.14. The forecast for 2022/23 General Fund activities, reported to M&C in October, 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 higher than expected pay awards and (hopefully short-term) energy pressures. This means that the General Fund is forecast to overspend by £6.5m.
- 4.15. Certain elements of the current year overspend will persist into 2023/24, particularly the expected 2022/23 pay award and the increased cost of energy, which is forecast as £2.8m this year and potentially as high as £6m next year. Given the reasonably short term nature of these price spikes the Council will fund these from reserves rather than permanently increasing energy budgets at the expense of other budget reductions being required on an ongoing basis. However, this planned use of reserves coupled with the forecast overspend (which if not reduced will fall to reserves) means that it is vital that the Council seek to set a balanced budget for 2023/24 without further substantial reliance on reserves. If the energy costs do not return to previous levels it is unsustainable to continue to fund this from reserves and will need to be factored into future MTFS modelling which will result in an increased savings target for later years.

Funding, Pressures, Risks and Opportunities

- 4.16. The Medium Term Financial Strategy (MTFS), agreed by M&C on the 6 July 2022 identified an anticipated funding gap over the next three years of £36m with £9.961m for 2023/24, in addition to the £3.611m of budget reductions for 2023/24 already agreed in 2021 and 2022.
- 4.17. Over the period July – October 2022 it became evident, from strengthening global economic pressures and the forecast onset of recession in the UK, exacerbated by the announcements in the Mini Budget, that the Council's assumed MTFS pressures could not be managed nor mitigated within the allocation for this in the July MTFS. The graphic below shows the position from that in the published MTFS (July) to now.

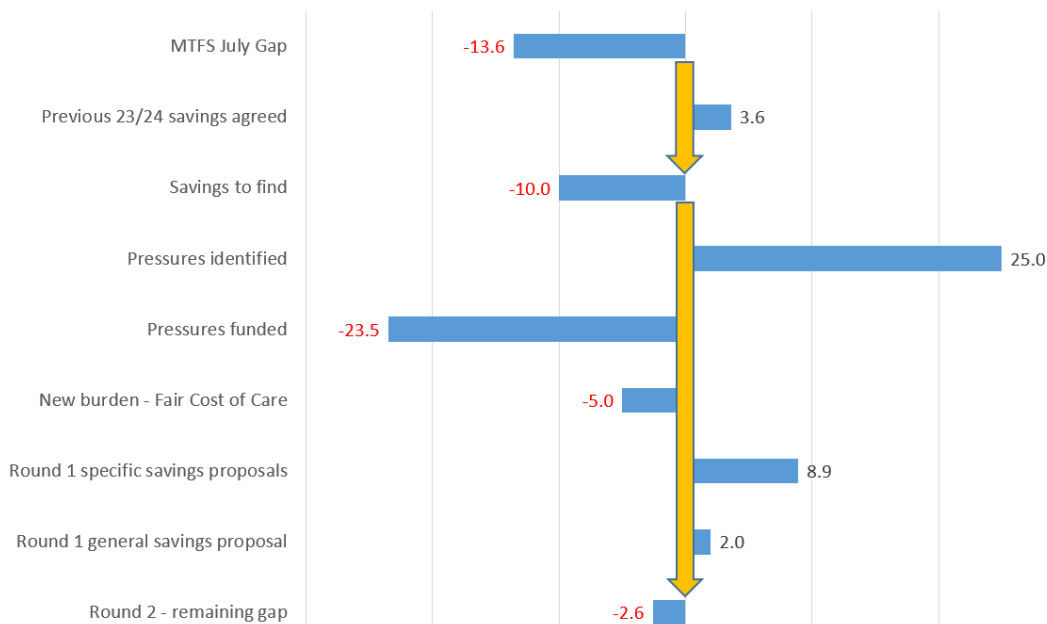
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MTFS update

Movement from July MTFS to current assessment of savings gap for 23/24 - £m



- 4.18. The Executive Management Team (EMT) began the process of identifying budget reduction measures that would not only meet the initial MTFS gap of £10m but would also allow these new pressures to be funded. The Provisional Local Government Settlement (PLGS) is not expected until mid to late December 2022, and as set out in paragraphs 4.5 – 4.7, there remains the very real risk that Government will reduce Local Government funding in a bid to reduce the £60 billion pound UK deficit. Even a cash roll over settlement will mean a decrease in real terms given the current levels of inflation.
- 4.19. The MTFS assumed that Government Funding would roll over and that a 1% Adult Social Care (ASC) Precept would be introduced, and therefore the funding gap will only increase in the event that either there is no ASC Precept (circa £1.3m) or if Government reduces the settlement from the 2022/23 level.
- 4.20. Whilst a significant level of pressures have been recognised to be funded in 2023/24, there remain a number of key unfunded risks and pressures which services will need to seek to manage, these include:
- Any 2023/24 pay award for more than the 3% budgeted for, where each 1% equates to £1.4m;
 - Non-pay inflation continues to rise, a 1% increase in net inflation equates to £1.3m;
 - Further energy price risks becoming entrenched;
 - A rent cap or increase for the HRA below the current policy of CPI + 1% (based on the September inflation figures this would be 11.1%);
 - The impact of the cost of living crisis meaning that demand for services increases whilst our income collection falls, 1% of Council Tax equates to £1.3m.
- 4.21. As shown in paragraph 14.7 above, the Council needs to make savings of £13.5m on top of the £3.611m already taken in 2021 and 2022 to set a balanced budget in 2023/24. The section below sets out the approach to achieving this.

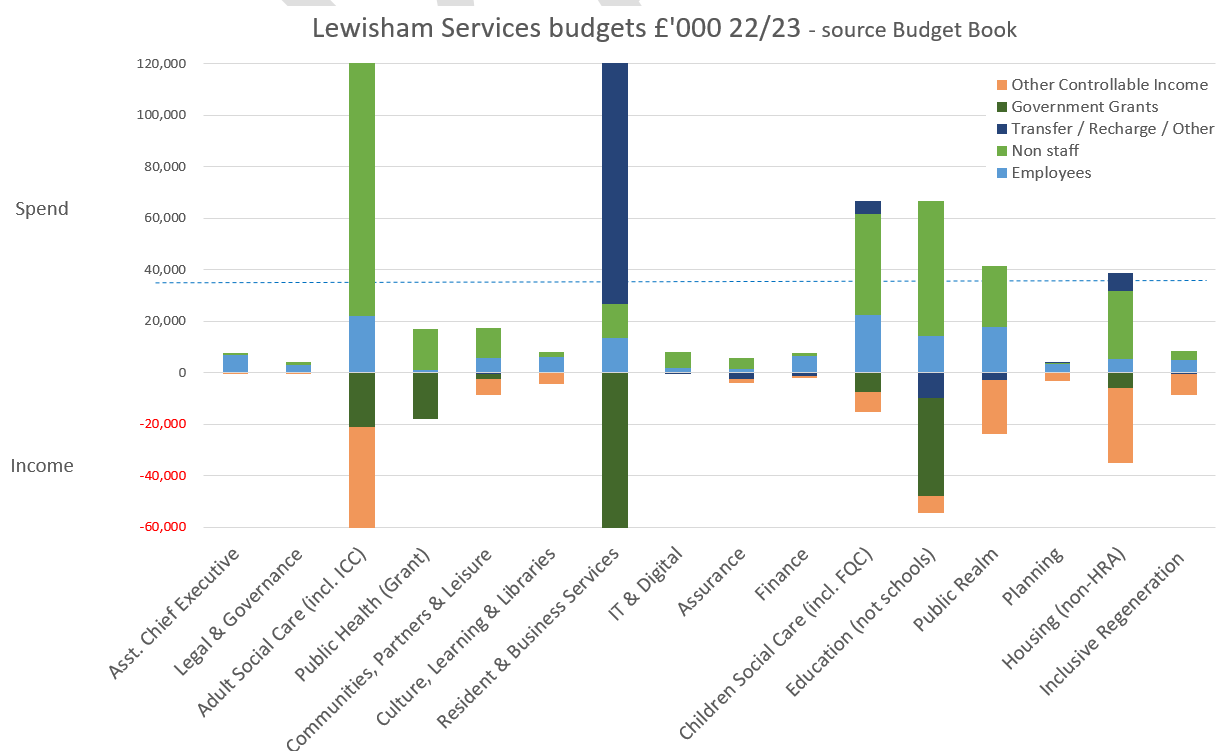
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5 Approach and Cuts Proposals

- 5.1. In 2020/21 and 2021/22 the Council adopted a collaborative thematic approach centred round the Council's recovery from Covid, Future Lewisham, and transition to delivering future services within the available financial resources on a secure and sustainable basis. This approach enabled services to work together as One Council across themes to develop cross cutting proposals that sought to ensure that reductions were sustainable and did not cause cost shunt into either other service areas or the wider local government and health systems.
- 5.2. For 2023/24, the approach to identifying budget reductions has been one of simultaneously targeting key services whilst driving increasing efficiency from all services where feasible. The targeting of certain key areas of spend will enable a clearer focus on service design, both from a cost and income perspective. This will enable resources to focus on initiatives which are of greater financial scale and impact and which may form larger programmes, rather than spreading resources to seek to identify numerous smaller savings. Nonetheless, all services will be expected to look for deliverable efficiencies. In addition, unless specifically funded as a pressure services will be expected to manage contract inflation through re-negotiation or possible review of the scope of services delivered.
- 5.3. The concentration on key services reflects where the Council's budgets of scale are committed and will be easier to support from the programme management office and for innovation, allowing for more opportunities of scale to be achieved. There is a risk that the concentration on certain services increases the non-delivery risk but the investment in the Programme Management Office to support seeks to mitigate this.
- 5.4. The graph below shows service spend across the Council, highlighting those which have the greatest spend and the most opportunity to drive reductions from.



- 5.5. These are:

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- Children social care – both demand management and commissioning approaches;
- Adult social care – the continued and successful adoption of the new preventative delivery model alongside the requirements of the Health and Social Care Act;
- Public Realm – to manage demand whilst reducing costs and maximising income;
- Resident and Business Services – to ensure that those that can pay for services do so in full, whilst supporting those who can't.

5.6. In addition to targeting key services, the Council will look across all services to continue to drive increased efficiency from its delivery. This will include certain areas of persistent overspend such as SEN transport costs, the pace and efficiency of the capital programme delivery and better management more generally of inflationary pressures, both pay and non-pay.

5.7. In developing proposals officers worked collaboratively across services to develop proposals, ranging from improved efficiency and effectiveness which should be implemented to reduce expenditure or improve income, and others which are more significant changes to service delivery. Under the Constitution some of these require Mayor and Cabinet approval to proceed while others can be taken by officers.

Proposals for Member decision

5.8. In summary the cuts proposed for the next three years requiring Mayor and Cabinet approval are:

Reference	Directorate	Proposal	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total
HRPR_SAV_01	HRPR	Temporary Accommodation Cost Reduction	200	300	500	1000
HRPR_SAV_02	HRPR	Stopping the Schools Crossing Patrol Service	70	70		140
HRPR_INC_01	HRPR	Additional Yellow Box Junction Enforcement & Moving Traffic Contravention by CCTV	105	295	-100	300
HRPR_INC_02	HRPR	Replacement Bin Charging	50	-25		25
HRPR_INC_03	HRPR	Increase the charge for Bulky Waste collections	20	-	-	20
HRPR_INC_04	HRPR	Charge for mattress collections	25	-	-	25
HRPR_INC_05	HRPR	Increase the charge for fridge/freezer collections.	78	-	-	78
HRPR_INC_06	HRPR	Review of fees charged for Garages	130	70	50	250
COM_SAV_08	COM	Reduction in opening hours at Libraries	90	-	-	90
COR_INC_01	COR	Removal of 28 day empty property exemption for Council Tax	110	-	-	110
CYP_SAV_01	CYP	Review of Children's Centre Budgets	500			500
	TOTAL		1,378	710	450	2,538

5.9. It is inevitable that some services will be reduced or stopped altogether. However, the approach has been to look to increase income streams and deliver efficiencies through

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service re-design wherever possible, rather than cutting services. Where services have been stopped or reduced this can be revisited at a future date, funding permitting.

- 5.10. The reduction measures across the themes have also been reviewed to ensure that where services are being reduced or stopped the impact of doing so is assessed, mindful in particular of the risk of cost shunts to other services. This includes an assessment of the equality implications. The full supporting detail in the proformas is provided in Appendix 2 to this report.

Proposals for Officer Decision

- 5.11. In addition to the measures above and set out in Appendix 2, officers have proposed a number of initiatives to reduce expenditure, increase efficiency and improve processes. These proposals are, in part, the continuation of savings initiatives previously agreed by Mayor and Cabinet, such as Empowering Lewisham, are cost avoidance measures, or are operational matters that officers have delegated authority to implement as they are not key decisions.
- 5.12. These proposals are set out below in summary, with the detailed (draft) proformas in Appendix 3. As set out in Article 16 of the Council's Constitution, the principles of decision making are the same regardless of where the decision is taken, which requires full consideration of all relevant matters, consultation (where required) and consideration of equalities implications. These proposals will continue to be developed to ensure that they can be implemented by the 1 April 2023 to ensure that the balanced budget by Full Council for 2023/24 set remains deliverable.
- 5.13. The list of these measures is set out in the table below.

Reference	Directorate	Proposal	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total
COM_SAV_01	COM	Introduction of Electronic Call Monitoring	650	-	-	650
COM_SAV_02	COM	Delegation of Care Plan Budgets to Operation Managers	100	300	-	400
COM_SAV_03	COM	ASC Care Plan Reassessment	1,000	-	-	1,000
COM_SAV_04	COM	ASC Empowering Lewisham	1,000	1,000	-	2,000
COM_SAV_05	COM	Review of Staffing Requirement in Supported Housing	55	-	-	55
COM_SAV_06	COM	Reduction in Mental Health Homecare costs	50	-	-	50
COM_SAV_09	COM	NHS Health Checks	15	-	-	15
COM_SAV_10	COM	Sexual and Reproductive Health Services in Primary Care	46	-	-	46
COM_SAV_11	COM	Public Health weight management savings	13	-	-	13
HRPR_INC_07	HRPR	Development of Surplus Sites	-	-	300	300
HRPR_SAV_03	HRPR	Increased recharging of salary costs to capital	70	30	-	100
HRPR_SAV_04	HRPR	S106 utilisation for apprenticeships	17	-	-	17
HRPR_SAV_05	HRPR	Utilisation of UKSPF grant funding to reduce the general fund burden for the service.	100	5	-	105
HRPR_INC_08	HRPR	Housing Programme Commercial Units' Income Generation	75	75	100	250

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Reference	Directorate	Proposal	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total
HRPR_SAV_06	HRPR	Review of the Temporary Accommodation (TA) Service Level Agreement (SLA) with Lewisham Homes (LH)	162	-	-	162
HRPR_SAV_07	HRPR	Reducing general fund spend on private sector housing licensing and enforcement.	150	-	-	150
COR_SAV_01	COR	Review of Corporate Budgets - triennial fund valuation	500	-	-	500
COR_SAV_02	COR	Review of Corporate Budgets - interest	2,000	-	-	2,000
COR_SAV_03	COR	Cost avoidance of utilities costs of the Catford Complex	150	-	-	150
CYP_SAV_02	CYP	Education - Vacant Post	12	-	-	12
CYP_SAV_04	CYP	Youth Service Budget Review	200	-	-	200
CYP_SAV_05	CYP	Youth Offending Service Review	100	-	-	100
CYP_SAV_06	CYP	Short Breaks	200	-	-	200
CEX_SAV_01	CEX	Review of Elections Budget	50	-	-	50
CEX_SAV_03	CEX	Legal Invest to Save	233	-	-	233
ALL_SAV_01	ALL	Absorption of £2m unfunded pay award	2,000	-	-	2,000
ALL_SAV_02	ALL	Senior Management Reductions, Realignments and Restructures	500	-	-	500
	TOTAL		9,448	1,410	400	11,258

Previously Agreed Proposals

- 5.14. As part of setting the 2022/23 budget a number of budget reduction proposals were reviewed by Members and then agreed by Mayor and Cabinet on the 9 December 2020 and the 2 February 2022. Those proposals which impacted on the 2022/23 budget were then incorporated into the Budget Report agreed by Full Council on the 2 March 2022. Many of the proposals contained measures for 2023/24, which totalled £3.611m. The summary list of these and the detailed proformas are in Appendix 4.
- 5.15. Mayor and Cabinet are asked to reconfirm agreement for these proposals to be included in the budget for 2023/24.

Remaining Budget Gap

- 5.16. There remains a savings gap of £2.662m for which measures need to be identified and brought forward.
- 5.17. Officers continue to develop these and it's intended that in the event that these require Mayor and Cabinet approval, that these be considered by Scrutiny in January 2023 and tabled to Mayor and Cabinet in February.
- 5.18. As mentioned in section 4 above, the provisional Local Government Finance Settlement is expected mid to late December, which will mean that any impact, either positive or negative, can be incorporated at the time of bringing these proposals forward.

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6 Timetable and Decisions

Timetable

- 6.1. The key dates for considering the budget reduction report via scrutiny and Mayor and Cabinet (M&C) are as follows:

1 November	Healthier Communities
3 November	Safer Stronger
18 November	Housing
24 November	CYP
30 November	Sustainable Development
1 December	PASC
7 December	Mayor and Cabinet

- 6.2. Subject to the decisions at M&C on the 7 December the budget reduction measures will be implemented by officers in line with the decision making route (see below). This will allow those proposals agreed to progress, including those requiring consultation, to be either concluded or well developed before the end of this financial year so that a full year financial effect is achieved for 2023/24.

Decision making process

- 6.3. The decision making process for the proposals depends on the nature of each individual measure being proposed. The decision depends on the scale and impact of the proposal and the actions required to deliver it. For example; a proposal requiring staff consultation can either be reserved by Mayor and Cabinet to themselves or follow the usual delegation for employment matters to the Chief Executive. In either case the decision can only be taken after completion of the consultation and a full report setting out the equalities, legal and financial implications for the decision maker.
- 6.4. The table below shows the combination of criteria possible for a proposal (the first three rows) with the remaining rows identifying the options for concluding the decision available to Mayor & Cabinet.

Options for Decisions

Decision combinations	1	2	3	4	5	6
Key Decision	N	Y	Y	N	Y	Y
Public Consultation	N	N	Y	N	N	Y
Staff Consultation	N	N	N	Y	Y	Y
Decision routes for M&C						
M&C agree to consult – proposal to return to M&C for decision			✓	✓	✓	✓
M&C take decision – no consultation required	✓	✓				
Delegate to Exec. Dir. to consult and take decision				✓	✓	
Delegate to Exec. Dir. – no consultation required	✓	✓				

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Other – e.g. seek clarification, reject, endorse.	✓	✓	✓	✓	✓	✓
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- 6.5. The decision combinations for each new proposal are summarised in the navigation sheet at Appendix 1.

7 Financial implications

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

8 Legal implications

Statutory duties

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

Reasonableness and proper process

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

Staffing reductions

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

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Equalities Legislation

- 8.4. The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 8.5. In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 8.6. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed in the paragraph above.
- 8.7. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.
- 8.8. The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:
- <https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>
 - <https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>
- 8.9. The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- The essential guide to the public sector equality duty.
 - Meeting the equality duty in policy and decision-making.
 - Engagement and the equality duty: A guide for public authorities.
 - Objectives and the equality duty. A guide for public authorities.
 - Equality Information and the Equality Duty: A Guide for Public Authorities.
- 8.10. The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what

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public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

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

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

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

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

The Human Rights Act

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

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

- Article 2 - the right to life
- Article 3 - the right not to be subject to inhuman or degrading treatment
- Article 5 - the right to security of the person
- Article 6 - the right to a fair trial
- Article 8 - the right to a private and family life, home and correspondence
- Article 9 - the right to freedom of thought, conscience and religion
- Article 10 - the right to freedom of expression
- Article 11 - the right to peaceful assembly
- Article 14 - the right not to be discriminated against on any ground

8.15. The first protocol to the ECHR added

- Article 1 - the right to peaceful enjoyment of property
- Article 2 - the right to education

8.16. Some of these rights are unconditional, such as the right not to be tortured or subject to degrading treatment. Others may be limited in finite and well defined circumstances (such as the right to liberty). Others are qualified and must be balanced against the need of the wider community – such as the right to a private and family life. Where there are human rights implications associated with the proposals in this report regard must be had to them before making any decision.

Best value

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

Specific legal implications

8.18. Members’ attention is drawn to the specific legal implications arising in relation to particular proposals set out in the relevant proforma in Appendix 2 of this report.

Equalities Implications

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- 8.19. Detailed policy and equality implications have been appended to this report as Appendix 5.

9 Equalities implications

- 9.1. Proformas included in Appendix 2 consider the service equalities impact for each proposed cut. This identifies whether the cut is expected to have a high, medium or low impact on service users with protected characteristics, as well as mitigations that can be put in place and whether a full equalities impact assessment is required. A detailed review of the policy and equality implications across all cuts is included within the attached Appendix 5 and has been reviewed by all of the scrutiny select committees and PASC.

10 Climate change and environmental implications

- 10.1. Section 40 Natural Environment and Rural Communities Act 2006 states that “every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions to the purpose of conserving biodiversity”
- 10.2. The specific climate change and environmental implications identified as arising from the current cuts proposals will require further consideration, however, none of the new proposals are likely to impact negatively on our ability to conserve biodiversity.

11 Crime and disorder implications

- 11.1. Section 17 of the Crime and Disorder Act 1998 requires the Council to have regard to the likely effect on crime and disorder when it exercises its functions, and the need to do all that it reasonably can to prevent crime and disorder in its area.
- 11.2. Whilst there are no specific crime and disorder implications as yet identified as arising from the current cuts proposals, HRPW_INC_03 - 05 will require further consideration as to whether this will impact either positively or negatively on our ability to reasonably prevent crime and disorder, or the perception of crime and disorder, specifically anti-social behaviour related to fly-tipping.

12 Health and wellbeing implications

- 12.1. The specific health and wellbeing implications identified as arising from the current cuts proposals will require further consideration, however, those flagged as likely to impact either positively or negatively on the health and wellbeing of residents or service users is CYP_SAV_01.

13 Background papers

- 13.1. Previous reports setting the financial context

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- 2 February 2022 – Budget Cuts Report to M&C (“M&C”)
- 2 March 2022 – Budget report to Council
- 6 July 2022 – 2022/23 financial monitoring report to M&C
- 6 July 2022 – Medium Term Financial Strategy to M&C
- 5 October 2022 – 2022/23 financial monitoring report to M&C

13.2 Appendices

1. Navigation sheet – new proposals – to follow for M&C
2. Proformas – new Mayor and Cabinet proposals
3. Proformas – new Officer proposals
4. Previously Agreed Proposals
5. Summary equalities report – Member proposals
6. Making fair financial decisions

14 Glossary

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

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

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Term	Definition
VFM	Value for Money

15 Report author and contact

- 15.1. David Austin, Director of Finance, 020 8314 9114, david.austin@lewisham.gov.uk
- 15.2. Katharine Nidd, Head of Financial Strategy, Planning and Commercial, 020 8314 6651, Katharine.nidd@lewisham.gov.uk

16 Comments for and on behalf of the Executive Director for Corporate Resources

- 16.1. The financial implications were provided by David Austin, Director of Finance, 020 8314 9114, david.austin@lewisham.gov.uk

17 Comments for and on behalf of the Director of Law, Governance and Elections

- 17.1. The general legal implications were provided by Jeremy Chambers, Director of Law, Governance, and Elections, jeremy.chambers@lewisham.gov.uk

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Navigation Sheet

Reference	Directorate Budget	Title	Description	2023/24 £'000	2024/25 £'000	2025/26 £'000	TOTAL	Full Report / Key Decision Req'd?	Public Consultation Required ?	Staff Consultation Required?	C'ttee
HRPR_SAV_01	HRPR	Temporary Accommodation Cost Reduction	Reduced expenditure on temporary accommodation (TA) by: improved homelessness prevention, improved moving on of tenants into lower cost accommodation and charging tenants for utilities	200	300	500	1000	Y	N	N	HSC
HRPR_SAV_02	HRPR	Stopping the Schools Crossing Patrol Service	Stopping the School Crossing Patrol service	70	70		140	Y	Y	Y	SDSC / CYP
HRPR_INC_01	HRPR	Additional Yellow Box Junction Enforcement & Moving Traffic Contravention by CCTV	Implementation of 10 additional Yellow Box Junctions and a further 5 Moving Traffic Contravention sites with enforcement by CCTV.	105	295	-100	300	Y	N	N	SDSC
HRPR_INC_02	HRPR	Replacement Bin Charging	Introduce administrative charge for replacement of refuse and recycling wheelie bins and food caddies. This will be approved via the annual Fees and Charges report to Mayor & Cabinet.	50	-25		25	Y	N	N	PASC/ SDSC
HRPR_INC_03	HRPR	Increase the charge for Bulky Waste collections	The charges will be increased to achieve full cost recovery as this is currently a subsidised service. This will be approved via the annual Fees and Charges report to Mayor & Cabinet.	20	-	-	20	Y	N	N	PASC/ SDSC
HRPR_INC_04	HRPR	Charge for mattress collections	This is a non-statutory service and the service bears the cost of providing the service from its budget. The proposal is to make a reasonable charge to cover the cost of providing the service. This will be approved via the annual Fees and Charges report to Mayor & Cabinet.	25	-	-	25	Y	N	N	PASC/ SDSC

HRPR_INC_05	HRPR	Increase the charge for fridge/freezer collections.	The charges will be increased to achieve full cost recovery as this is currently a subsidised service. This will be approved via the annual Fees and Charges report to Mayor & Cabinet.	78	-	-	78	Y	N	N	PASC/ SDSC
HRPR_INC_06	HRPR	Review of fees charged for Garages	Increased Garage Income, this will be brought forward to M&C with the Housing Rent proposals as part of the budget.	130	70	50	250	Y	N	N	PASC/ SDSC
COM_SAV_08	COM	Reduction in opening hours at Libraries	A review and reduction in opening hours across the Borough's libraries to reduce running costs.	90	-	-	90	Y	N	Y	SSSC
COR_INC_01	COR	Removal of 28 day empty property exemption for Council Tax	Discontinue the 28 empty property Council Tax exemption. This will be included in the Council Tax Base Report for M&C and Council to set the 2023/24 Council Tax Base.	110	-	-	110	Y	N	N	PASC
CYP_SAV_01	CYP	Review of Children's Centre Budgets	Reduction in funding to the Children's Centre Budget based on a review of service model.	500			500	Y	Y	N	CYP
TOTAL				1,378	710	450	2,538				

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

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

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

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

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

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

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

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

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

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

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

Additional 10 new YBJ sites	Month	Annum
PCN No Projection	500	6000
PCN Revenue Projection	£37,500	£450,000
PCN Processing Charges & Hosting Fee	-£5,405	-£64,860
One-off Implementation Fee		-£275,000
PCL - Survey & Order		-£40,000
Net Revenue		£70,140

Implementation of 5 additional Moving Traffic Contraventions (MTC)

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

Factors to consider:

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

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

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

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

Additional 5 new MTC sites	Month	Annum
PCN No Projection	250	3000
Revenue Projection	£18,750	£225,000
PCN Processing Charges & Hosting Fee	-£2,703	-£32,430
Implementation Cost		-£137,500
PCL - Survey & Order		-£20,000
Net Revenue		£35,070

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

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

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

Parking Income is subject to many depending factors: -

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

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

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

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

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

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

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

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

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

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

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
Street Environment Services includes the residual waste, dry mixed recycling, food and green waste collection services. This proposal is linked to the collection method for these services, from wheelie bins and food caddies.				
The green waste subscription service is an example of where charging has reduced requests for replacement green waste bins.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	6.292	0.340	5.952 (Refuse, recycling and food waste services)	
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

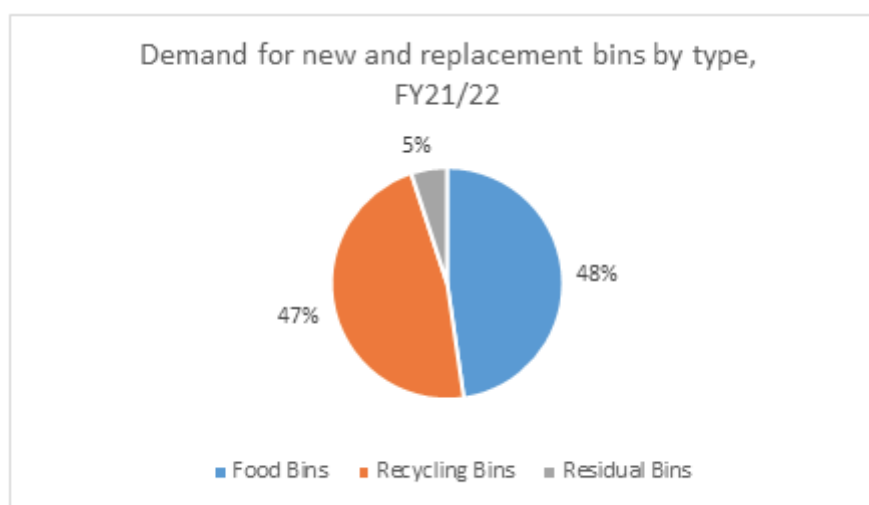
4. Cuts Proposal
What changes are proposed to the service area/s?
It is proposed to introduce an administrative charge to residents who request a replacement or additional recycling wheelie bin or food caddy.

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

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

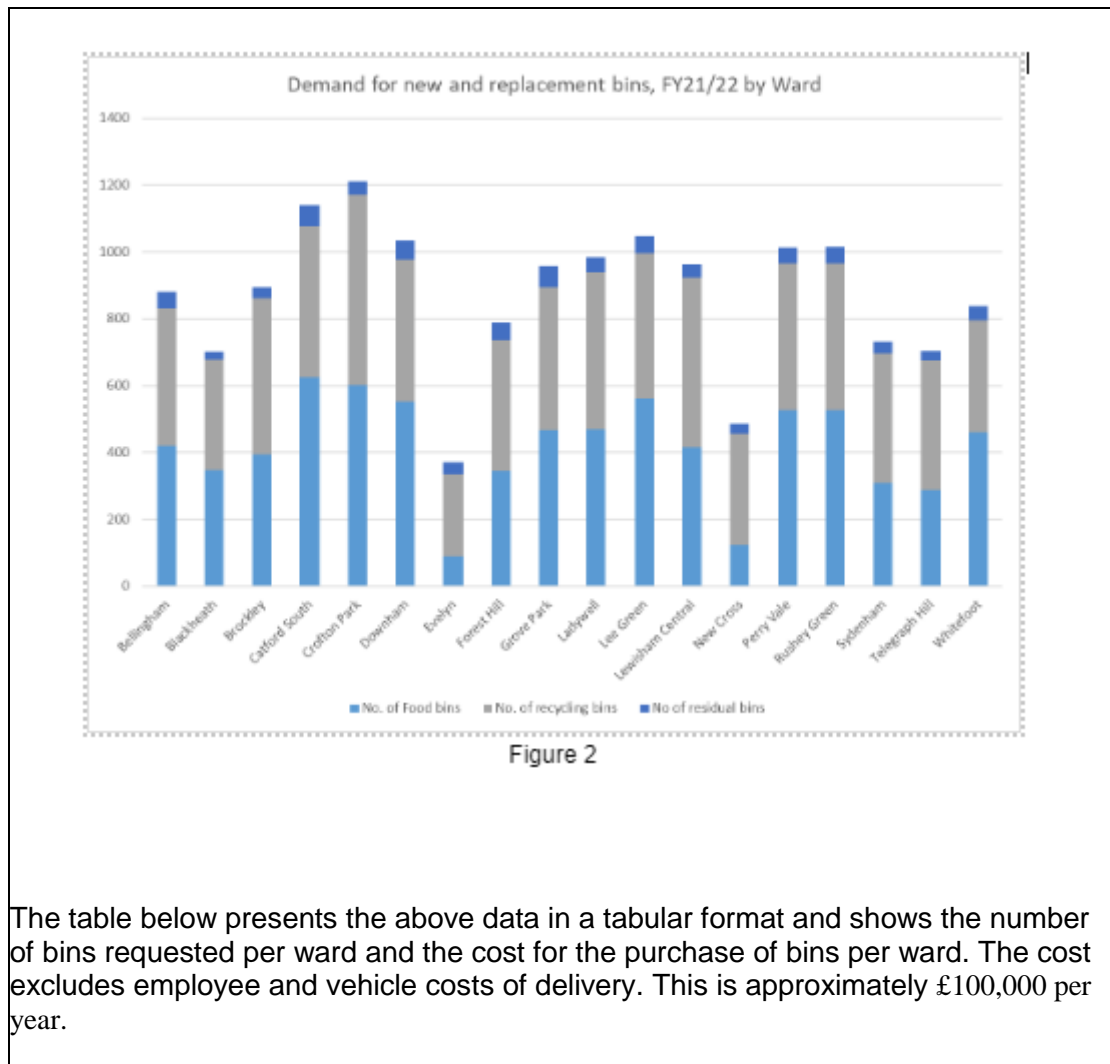
Ninety-five per cent of demand in 2021/22 was for recycling wheelie bins and food caddies. There is no apparent correlation in Lewisham between the number of requests for additional/replacement recycling and food waste caddies in use and the recycling rate; as the borough's recycling performance has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



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

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

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

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

Request Reason Analysis

The service have been keeping a record of the reasons for bin requests since April 2022. The table below shows a 4 month sample of requests (April to July) for 2773 replacement bins and caddies recorded.

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

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

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

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

Benchmarking

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

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

In 2022, the cost for a food caddy has increased 40% to £5.60. Recycling wheelie bins have increased 21% to £25.31, and the price of residual wheelie bins has increased to £22.59. Using last year's demand as a guide, the cost for the supply of bins will increase by 20% from £202,000 to £246,000 this financial year.

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

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

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

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

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

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

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

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

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

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

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

While the proposed charge would theoretically generate an income of £300,000 to allow the administration charge to cover 85% of the Council's costs, it is very unlikely that the charge would generate this amount of income because of the anticipated reduction in demand. Therefore, an income of £50,000 per year is anticipated.

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

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

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

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

Are there any specific staffing implications?		N		
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Administration charge for replacement wheelie bins and food caddies.	50	(25)	0	25
TOTAL				
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	N	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
The risk to delivery of the proposal is that demand is less than predicted. Mitigation will be the reduced costs from the purchase of wheelie bins and food caddies as the demand for free bins and caddies will reduce.				
Are there any specific legal implications?				

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

No legal implications (legal input required). Many authorities have a charging regime in place for bins.	
Is public consultation required (formal/statutory)?	N

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

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

Staff

No impact anticipated

Other Council Services

No impact anticipated

Partners

No impact anticipated

Are there any specific equalities implications?

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

Is a full EAA required?

N

How do the proposed changes align with the Council's Corporate Strategy?

Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				Neutral

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

Tackling the Housing crisis				Neutral
Giving children and young people the best start in life				Neutral
Building an inclusive local economy				Neutral
Delivering and defending: health, social care & support				Neutral
Making Lewisham greener		Positive		
Building safer communities				Neutral
Good governance and operational effectiveness	Positive			

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

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

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

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>If householders can't take large items to the re-use and recycling centre themselves, they can ask Street Environment Services to collect them for a small charge.</p> <p>The cost of providing the service is currently subsidised by Street Environment Services and the proposal is to increase the charge to cover the cost of the service</p> <p>Street Environment Services currently provides a rechargeable collection of bulky items on request from ground floor level only for up to 4 items for £20.</p> <p>This proposal is linked to the introduction of a realistic increased charge for the collection and disposal of bulky waste items. This is a non-statutory service, residents can choose any authorised waste contractor, and residents probably choose the council over other providers because of the low collection and disposal cost.</p> <p>This proposal has been compared to other authorities and their charges.</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	6.292	0.340	5.952	
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				

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SMG1 – SMG3					
JNC					

4. Cuts Proposal

What changes are proposed to the service area/s?

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

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

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

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

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

Benchmarking

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

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

Are there any specific staffing implications?

N

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

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

What are the potential delivery risks and mitigation?

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

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

There may be an increase in fly tipping which will need to be collected. This may be mitigated by the Environmental Crime Enforcement Team investigating and taking action.

If charges are brought in, there may be a reduction in service requests, which will also reduce the strain on the service

The service will recover costs instead of subsidising the service.

Staff

No impact anticipated

Other Council Services

No impact anticipated

Partners

No impact anticipated

Are there any specific equalities implications?

Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				Neutral
Disability				Neutral
Ethnicity				Neutral
Gender				Neutral
Gender reassignment				Neutral

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

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

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

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

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

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
Street Environment Service (SES) currently provides a free collection of mattresses on request. Because the service is free to residents the cost of collection, disposal and administration are borne from SES budgets. This places strain on the council finances and is not sustainable.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	6.292	0.340	5.952	
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

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

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

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

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

Benchmarking

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

Barnet Council	£35.00 (1 to 3 items)
Enfield Council	£15.00 (per item)
Haringey Council	£20.00 (£10 per extra item up to 10)
Harrow Council	£17.40 (per item)
Greenwich Council	£11.15 (per item)
Bromley Council	£11.92 (per item)

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

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

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<p>Free universal service open to all residents Disposal costs are borne through SES service budget Open to abuse by private landlords – tenants vacate and service is used for collection/disposal Mattresses are recycled – waste is prevented from entering the waste stream Recycling rate is comparatively small in relation to the cost of the service Components of mattresses does contribute to recycling achievement Mattresses are combustible but cannot be taken for incineration at SELCHP as they block the flues because of their size. There may be an increase in fly tipping when charges are made. The enviro-crime enforcement team will take enforcement action against offenders, the fixed penalty notice for fly tipping is £400.00 significantly more than paying for the service.</p>				
Staff				
No impact anticipated				
Other Council Services				
No impact anticipated				
Partners				
No impact anticipated				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				Neutral
Disability				Neutral
Ethnicity				Neutral
Gender				Neutral
Gender reassignment				Neutral
Marriage and civil partnerships				Neutral
Pregnancy and maternity				Neutral
Religion and belief				Neutral
Sexual orientation				Neutral
Socio-economic inequality			Negative	
Is a full EAA required?			N	
How do the proposed changes align with the Council's Corporate Strategy?				

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

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

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

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
The Council provides a chargeable service to collect and dispose of fridges/fridge freezers. American style fridge/freezers are excluded from the service due to their size, weight and health and safety issues.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	6.295	0.340	5.952	
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

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

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of the service the charge needs to be uplifted to £60.00. This is a steep increase but is a result of benchmarking with prices quoted by registered waste contractors that offer similar collection and disposal of fridges/freezers that must include the removal of harmful pollutants before disposal.

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

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

Enfield Council	£43.90 (per item)
Bexley Council	£39.00 (per item)
Croydon	£33.05 (per item)
Southwark	£25.00 (per item)
Bromley Council	£63.52 (per item)

Are there any specific staffing implications?	N
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What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)

Proposal strand	2023/24	2024/25	2025/26	TOTAL
	78120.00			
TOTAL				
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	N	N	N	N

If yes, please describe impact:	
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What are the potential delivery risks and mitigation?

The increased charge for white good collection and disposal reflects the true cost of the service. It may be that demand for the service will reduce as customers look for cheaper or alternative disposal routes.

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

We will signpost customers to alternative disposal options on the council website

Potential increase in fly tipping to avoid payment.

Lewisham will monitor the levels of fly tipping as a potential outcome of this saving.

The enviro-crime enforcement team will take enforcement action against offenders, the fixed penalty notice for fly tipping is £400.00 significantly more than paying for the service.

Legal Implications

No legal implications - Non- statutory service

Is public consultation required (formal/statutory)?	N
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5. Impact & Outcomes

What is the likely impact of the proposed changes?

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Service Users				
Collection and disposal service open to all residents at reasonable cost Disposal costs are currently borne through SES service budget Collection service reduces CFC being discharged – helping air quality White goods are recycled – waste is prevented from entering the waste stream Recycling rate achieved is comparatively small in relation to the cost of the service Maybe an increase in fly tipping when increased charges are made				
Staff				
No impact anticipated				
Other Council Services				
No impact anticipated				
Partners				
No impact anticipated				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				Neutral
Disability				Neutral
Ethnicity				Neutral
Gender				Neutral
Gender reassignment				Neutral
Marriage and civil partnerships				Neutral
Pregnancy and maternity				Neutral
Religion and belief				Neutral
Sexual orientation				Neutral
Socio-economic inequality			Negative	
Is a full EAA required?			N	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				Neutral
Tackling the Housing crisis				Neutral

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Giving children and young people the best start in life				Neutral
Building an inclusive local economy				Neutral
Delivering and defending: health, social care & support				Neutral
Making Lewisham greener		Positive		
Building safer communities				Neutral
Good governance and operational effectiveness	Positive			

6. Delivery Plan

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

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

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

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

4. Cuts Proposal
What changes are proposed to the service area/s?
Currently, a housing tenant with LB Lewisham pays a basic rate for a garage (subject to any specific discounts agreed) and a non-housing tenant pays the basic price with

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the addition of 20% VAT. Blue Badge holders receive a 50% deduction on the weekly rent although this is entirely discretionary.

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

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

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

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

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

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

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

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

5. Impact & Outcomes

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

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

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

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

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

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

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

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

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

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

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

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

4. Cuts Proposal

What changes are proposed to the service area/s?

The Housing Services Division is forecast to overspend by £2m in 2022/23. The overspend is mainly related to the increase in the numbers of people accommodated in temporary accommodation, and more specifically in nightly paid accommodation which has risen from 745 at the start of April 2021 to 1,009 at the end of June 2022. The monthly average number of people accommodated for financial year 2021/22 was 866. The current monthly average for 2022/23 is 1,003.

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

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

There is an “Invest to save” requirement in order to deliver this proposal. The requirement is for £300,000 to fund the cost of a dedicated project team who will work alongside the service to oversee a wide-ranging programme of interventions

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

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

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

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

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

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

Are there any specific staffing implications?	No
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What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)

Proposal strand	2023/24	2024/25	2025/26	TOTAL
	£200,000	£300,000	£500,000	£1,000,000
TOTAL	£200,000	£300,000	£500,000	£1,000,000

% Net Budget				
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Does proposal impact on:	General Fund	HRA	DSG	Health
	Yes	No	No	No

If yes, please describe impact:	The impact will be a reduction in the General Fund overspend which is currently expected to be £2M in 2022/23.
--	--

What are the potential delivery risks and mitigation?

The proposal is being put forward at a time when there is a cost of living crisis and so demand for the service is expected to continue increasing in Lewisham as it is across London. However as this proposal is not aiming to stop delivery of the service, customers who are in housing need and are eligible for support will continue to receive support.

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There is a lack of affordable properties in the market due to increases in rents in the private rented sector. This is a key risk to the success of this project as due to the lack of social properties, the majority of our homeless households resolve their housing needs by moving into the private rented sector. The mitigation for this is for the service to continue working very closely with landlords and other partners to implement new initiatives aimed at increasing the supply of affordable properties as well as working with families to improve their circumstances (e.g. supporting them into employment), so that they are not benefit capped.

In addition as the service heavily relies on the private rented sector for temporary accommodation, the increase in rents is leading to an increase in costs for the service. So this will have an impact on the amount of rent that we are able to recoup. We are mitigating this by reviewing our portfolio of temporary accommodation properties including our leasing schemes.

Are there any specific legal implications?

The Council has a legal statutory duty to comply with the Homelessness Reduction Act 2017 and the Housing Act 1996. This requires that those who are homeless and in priority need are accommodated until decisions are reached on their homelessness application and they can be moved on once there is accommodation available. The [public sector equality duty \(PSED\)](#) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. The Equality legislation requires the Council to have “due regard” for advancing equality involves removing or minimising disadvantages suffered by people due to their protected characteristics and taking steps to meet the needs of people from protected groups where these are different from the needs of other people. Homeless households can meet the protected characteristics criteria as set out in the Equality Act 2010. These can include age, both young and older people, disability, pregnancy and maternity. The proposal to be put forward must ensure be minded of the above mentioned legislation, the council statutory duty and the people from protected groups are close to support networks and health care as this will assist with the health and well-being of such households and lessen the otherwise negative impact of experiencing homelessness.

Is public consultation required (formal/statutory)?

No

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

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

Staff

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

Other Council Services

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Whilst there is a risk that the proposal may lead to re-categorisation of costs within the Council, the overall impact on other council services will be positive as the activities that will be undertaken to reduce the cost of temporary accommodation will have a positive impact on the other services that interface with Housing.				
Partners				
The impact to partners is likely to be positive as an improvement in the business processes within housing services is likely to lead to a smoother interface with partners.				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				}
Disability				}
Ethnicity				}
Gender				}
Gender reassignment				}
Marriage and civil partnerships				}
Pregnancy and maternity				}
Religion and belief				}
Sexual orientation				}
Socio-economic inequality				}
Is a full EAA required?			No although the project plan will be kept under review so that if any of the activities have an equalities implication an EAA will be carried out.	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				}
Tackling the Housing crisis	Positive			
Giving children and young people	Positive			

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

6. Delivery Plan

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

Annex A – work streams and potential cost reductions

	2023-24	2024-25	2025-26	Total
Rent account closures*	-	-	-	-
Reduction in spend on storage	£114,000			

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Recategorising spend on care leavers accommodation to CYP	£245,220			
Total reduction in spend on utility bills		£333,000	£166,000	
Reduction in spend on TA through prevention		£162,360		
Reduction in spend on TA through move-on			£487,080	
Increase in cost recovery through HB in hotels	-	-	-	-
Total cost reduction	£359,220	£495,360	£653,080	
Programme resource	£150,000	£150,000	£0	
Net forecast	£209,220	£345,360	£653,080	£1,207,660
Target	£200,000	£300,000	£500,000	£1,000,000

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

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1. Proposal Overview	
Proposal title:	Review of the road safety service
Reference:	HRPR_SAV_02_School-Crossing-Patrol
Lead officer:	Zahur Khan
Ward/s affected	Multiple
Cabinet portfolio	Environment and Climate
Scrutiny committee/s	TBC by Governance

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

3. Contextual Information

Which service area/s are in the scope of the cuts proposal?

The Road Safety Service carries out a range of education, training, publicity and engineering measures to improve road users' road safety awareness and behaviours in the aim to reduce the numbers of people killed and injured on the road.

The service currently provide the following programmes to encourage active and safer travel - school travel plans, cycle training and maintenance, School Streets programme, road safety education, specific road safety education and training for vulnerable road user group and the school crossing patrol service.

There are currently 3 full time officers (1x PO6, 1 x PO3 & 1x SO1) and 21 term time/part time school crossing patrol officers in post. A further 7 school crossing patrol posts are currently vacant.

The current salary costs for the road safety team are approximately £320k per annum.

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

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

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

Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	140	0	140
HRA			
DSG			
Health			
TOTAL			

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

Grades	FTE	Vacant Posts

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

4. Cuts Proposal

What changes are proposed to the service area/s?

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

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

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

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

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

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

Are there any specific staffing implications? Y

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

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

If yes, please describe impact:

What are the potential delivery risks and mitigation?

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

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

Are there any specific legal implications?

In taking a decision to cease to continue to provide such a service the Council must take into account all relevant matters and disregard irrelevant matters. For a successful challenge to be made against the Council, the decision would need to be outside the limits, which any reasonable local authority would operate. The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

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

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

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

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

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

The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. The Mayor must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

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

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

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

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<p>The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:</p> <ul style="list-style-type: none"> • The essential guide to the public sector equality duty • Meeting the equality duty in policy and decision-making • Engagement and the equality duty: A guide for public authorities • Objectives and the equality duty. A guide for public authorities • Equality Information and the Equality Duty: A Guide for Public Authorities <p>The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:</p> <p>https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1</p>	
<p>Is public consultation required (formal/statutory)?</p>	<p>N</p>

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

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

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

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

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

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

3. Contextual Information			
Which service area/s are in the scope of the cuts proposal?			
<p>Opening hours in libraries are currently:</p> <p>9am – 7pm six days a week in Lewisham, Deptford Lounge and Downham 9am – 7pm six days a week and 10am – 4pm in Catford.</p> <p>Pre Covid the hours were longer – 80 hours per week, seven days a week.</p> <p>This proposal is to reduce further opening hours to times when libraries are busiest. More work is needed to ensure a pattern of opening that is both affordable and accessible for the many different uses communities make of libraries, and to ensure that new opportunities for delivering community based services like Warm Welcomes succeeds.</p> <p>The service continues to serve thousands of people every week – the new Catford Library, for example, is recording 13,500 visits every month.</p> <p>To optimise use of the service, a number of proposals are being explored that would root library services in partnerships to deliver key outcomes:</p> <ol style="list-style-type: none"> 1. Face to face first points of contact within an overarching Resident Experience / Customer Access Strategy; 2. A formalised relationship with debt & money advice providers across Lewisham; 3. As part of a health equalities partnership, extending early intervention & prevention services into libraries 4. Underpinning activities aimed at the cost of living crisis, including initiatives like Warm Welcome Centres. 			
What is the controllable budget of the service area/s?			
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund			2,648,974
HRA			
DSG			
Health			
TOTAL			

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

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

4. Cuts Proposal

What changes are proposed to the service area/s?

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

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

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

Are there any specific staffing implications?

Y

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

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

If yes, please describe impact:

What are the potential delivery risks and mitigation?

The Service's budget has reduced since 2010 from £5,287,009 to 2,648,974 (-50%). Still within this timeframe, the Service has maintained a level of service at all libraries.

Further reductions will have an impact on the council's ability to discharge its

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

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

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

Any reduction in opening hours reduces the availability of the service to customers and reduces the flexibility the Council has to develop new working arrangements to support things like Warm Welcomes.

Staff

The saving from reducing opening hours will be achieved by recalculating staffing cover needed throughout the amended timetable and reducing FTEs accordingly.

Other Council Services

The ability of the Service to support other departments could be further reduced by additional cuts.

However, cross collaboration with other departments could be mutually beneficial in the efficiency of the interaction, bringing savings to other budget lines. This should include a wide range of services that have a face to face element, from adult social care through to jobs & skills, and housing services.

Partners

The Service has established trusted solid relationships with community partners that the council could build on to reduce the service pressure on central offices, support residents where they are, spread the reach of support improving the experience of the residents' interaction with the council, reducing social isolation, increasing digital literacy and access, and more.

Are there any specific equalities implications?

Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age		N		
Disability		N		
Ethnicity		N		

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

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

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Explore links to Adult social care and health and the Resident Experience programme	David Murray	Sept 2022
Planning	Assess the corporate appetite for change and look to fir into some form of wider	James Lee	Jan 2023 – April 2023

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

	change programmes, incl possibly the development of a Cultural Strategy across the LSP that would hold within it some form of library strategy and action plan that would set out how all of this would work		
Implementation	Heavily dependent on the above but needs a stream of work that ensures all of this coalesces	Antonio Rizzo	Apr 2023
Review		James Lee	Apr 2024

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

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

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>Council Tax Currently homes left substantially empty and unfurnished are afforded a 28 day exemption from Council Tax, after which time the full charge is applicable. Prior to 1 April 2013 properties that fell into this category were entitled to 100% exemption for a maximum of six months. As the Council wants to encourage properties to be occupied as soon as possible, in addition to identifying extra revenue to assist with Council's overall financial position, it is recommended that the Council discontinue the 28 day discount and raise the Council Tax charge immediately.</p> <p>The additional Council Tax revenue estimate as a result of this change is £110k.</p> <p>To implement this change, a recommendation in the annual Council Tax Base report (which is prepared for Mayor and Cabinet in January) will be required and an acceptance of the recommendation in the Council Budget setting meeting in March.</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund				
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				

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SMG1 – SMG3					
JNC					

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

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

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

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

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

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

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

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

3. Contextual Information
<p>Which service area/s are in the scope of the cuts proposal?</p> <p>Children’s Centres are a key element of the overall statutory arrangements that Children’s Services are responsible for and are set out in the 2006 Childcare Act: “Arrangements to be made by local authorities so that there are sufficient children’s centres, so far as reasonably practicable, to meet local need.” The Children and Family Centre (CFC) service in Lewisham is currently provided across three contracts, which have been in operation since April 2017, following a competitive tender process where Downderry School were awarded a contract covering Downham ward; Kelvin Grove and Eliot Bank School (KGEB) were awarded a contract covering Forest Hill and Sydenham wards; and Pre-School Learning Alliance (now Early Years Alliance) in partnership with Clyde Early Childhood Centre, Beecroft Gardens and Marvel Lane Schools were awarded a contract covering the rest of the borough. The total value of the contracts with CFCs is currently £1,650m. (The allocation is Downderry School £200k, Kelvin Grove and Elliot Bank £170k and Early Years Alliance £1,300m. Including Health income the total gross budget is currently £2,565m.</p> <p>The contracts provide a range of support services for children aged 0-11 and their families, though focused on children aged 0-5. This includes 1:1 support for families, targeted programmes to address specific needs, and universal open-access programmes. The overall aims of these contracts are to improve parenting and attachment, improve school readiness, improve child and family health and life chances, prevent escalation of need, and offer practice housing, employment and finance support.</p> <p>Delivery models and staffing structures have altered over the life of these contracts, owing to changes in internal Lewisham structures, savings requirements and Covid-19.</p> <p>All three providers have adopted a singular ‘Lewisham CFC’ branding and share a set of core aims to:</p> <ul style="list-style-type: none"> • Build attachment and attunement between parent and child • Help parents to understand how they can support and nurture healthy brain development • Deliver parenting programmes to promote parental warmth and appropriate behaviours • Build healthy relationships, resilience, physical health and mental health/wellbeing in families • Prepare a child for school and for life • Support parents to support their children

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

The focus is whole family, however CFCs do provide support for children aged 0-11 years, with a particular focus on 0-5, and within that an emphasis on the First 1001 Days and the Five to Thrive approach.

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

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

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

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

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

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

4. Cuts Proposal

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What changes are proposed to the service area/s?				
<p>It is being proposed that, following a service remodelling, £500k be taken from the base budget. Any cost pressure will be mitigated when the CFC service is remodelled during 23/24 as the borough rolls out the Department For Education (DFE) funded Start for Life/Family Hub (SFL/Family Hub) programme and prepares for implementation of the national family hub model – any immediate cuts are therefore off-set by investment through this three year grant-funded programme which will mean that the gross budget will be increasing.</p> <p>In practical terms, this will mean altering the service models of the CTCs through negotiations with current providers. The Council will want to minimise the impact on the services by identifying what the Start for Life grant can enhance as well as supporting the providers to access other grants. The Council will additionally look at what efficiencies we can identify internally to contribute towards the savings i.e. any underspends.</p> <p>The indicative funding for the LA for the Family Hubs and Start for Life (SFL) programme is between £3.91m and £4.09m over the three financial years of 2022-23, 2023-24 and 2024-25.</p> <p>Our confirmed funding allocation for the financial year 2022-23 is £985k. 50% of this funding allocation will be released following the successful completion of the sign-up process. The remaining 50% will be released following the delivery plan process.</p>				
Are there any specific staffing implications?				N
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
TOTAL	£500k			£500k
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<p>New government policy, announced in November 2021, requires Lewisham Council to mobilise Family Hubs in the borough by April 2024. This is part of the SFL/Family Hub initiative as mentioned above. The move towards Family Hubs over the next 2-3 years will require system-wide co-ordination and reorganisation of early help and preventative services for children and families across this age range. As universal and open-access services CFC are exceptionally well-placed to host services for children, young people and families.</p> <p>The emerging vision for Family Hubs will have a significant influence on how the new CFC offer is designed, and more time is needed to enable commissioners to design a service that is aligned to the developing Family Hub model. The current contract expiry dates (31 March 2023) would potentially lead to developing a</p>				

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service that may quickly not be fit for purpose as the Family Hub model emerges, and having more time to pilot and develop Family Hubs approach would be beneficial before agreeing a new and lengthy contract, or planning for potential insourcing.

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

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

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

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

Are there any specific legal implications?

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

Is public consultation required (formal/statutory)?

Y

Public consultation and consultation with partners is required.

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

Impact

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

Mitigation

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<ul style="list-style-type: none">• The emerging Family Hub model, to be implemented by April 2023, will ensure that there is a safety net where parents can access a range of services through many access points up and down Lewisham as well as virtually. Through the SFL/Family Hub initiative, the following services will be funded – all delivered through a variety of partners such as CFC which will offer parents/children additional support:<ul style="list-style-type: none">• Parenting support – including enhancing our evidence-based parenting programmes at a universal and targeted level, and peer support and outreach• Parent–infant relationships and perinatal mental health support – including workforce training and supervision, enhancing peer support for mild-moderate mental health needs, and developing evidence-based interventions for parent-infant relationships• Early language and the Home Learning Environment – including expanding training for professionals in evidence-based interventions, and developing integrated pathways for early language development• Infant feeding – including expanding infant feeding peer support programmes, developing out of hours support and an integrated pathway including specialist support• Through possible increased volunteering opportunities, CFC services may be maintained including using more targeted approach where services can be put in place quickly for those most in need.
Staff
<u>Effect on staff</u> <ul style="list-style-type: none">• Without the mitigations between 10-12 FTE staff could be made redundant across the whole of the CFCs• Other staff not affected may feel demotivated, particularly when they may have to do more due to shortages in staff
<u>Mitigation</u> <ul style="list-style-type: none">• Affected providers may apply for SFL/Family Hub funding that could be used to enhance their existing services (which are not affected by cuts) or to create brand new services• Staff affected by redundancies may be able to apply for the new employment opportunities created by the SFL/Family Hub funding• The provider could use more sessional staff and those who are affected by redundancies may benefit from these new opportunities• For affected staff, Providers will be asked to signpost them to the Council's job website as well as its partners; the Council together with ICB commission many services locally, and thus, support job creation in Lewisham
Other Council Services
<u>Effects on the Council Services</u> <ul style="list-style-type: none">• Cuts in services could see more referrals into children social care including mental health services.

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

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Age			Low positive	
Disability			Low positive	
Ethnicity			Low positive	
Gender			Low positive	
Gender reassignment			*N/A	
Marriage and civil partnerships			N/A	
Pregnancy and maternity			N/A	
Religion and belief			N/A	
Sexual orientation			N/A	
Socio-economic inequality	x			

* N/A data not provided/recorded.

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

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				specialist housing support
Giving children and young people the best start in life		Medium positive Children and Family Centres play a crucial role in giving children and young people the best start in life – this will be enhanced through the Start for Life/Family Hub model		
Building an inclusive local economy				Neutral Children and Family Centres work closely with DWP advisers in order that parents are advised about welfare benefits, child care and work opportunities
Delivering and defending: health, social care & support			Low positive Funding through SFL should enhance support for families	
Making Lewisham greener				Neutral Through monitoring arrangements, officers will ensure that Providers will have all the necessary environmental policies and procedures

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Building safer communities			Low positive - All Children and Family Centres ensure that Parents and families are familiar with safety issues. This includes providing Domestic Abuse information, training and support	
Good governance and operational effectiveness			Low positive Governance is managed through I-Thrive Board, and operational effectiveness is managed through contractual monitoring.	

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Consultation with: <ul style="list-style-type: none"> • Cabinet • Commissioners • Heads of service • Directors • Providers • HR 	Sara Rahman, supported by Harsha Ganatra, Joint Commissioner and Serita Kwofi, Head of Early Years and Prevention	19th September to February 2022 to March 2023
Planning	Negotiate with Providers as to new service model taking into account funding levels, staffing needed, redundancies	Harsha Ganatra, Joint Commissioner and Serita Kwofi, Head of Early Years and Prevention	From October 2023 to 31 March 2023
Implementation	Finalise Service model re-design, arrange variation to the contract	Harsha Ganatra, Joint Commissioner and Serita Kwofi, Head of Early Years and Prevention	From 1 April 2023

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	to be signed with new KPIs/model		
Review	Review model continuously assessing impact/mitigation. Mitigation could also look at what additional funding the service could attract, collaborative working etc.	Harsha Ganatra, Joint Commissioner and Serita Kwofi, Head of Early Years and Prevention	From 1 April 2023 - every month for three months then every quarterly

1. Proposal Overview	
Proposal title:	Revenue income from development or surplus sites
Reference:	HRPR_INC_07_Surplus-Site-Development
Lead officer:	Patrick Dubeck
Ward/s affected	All Wards
Cabinet portfolio	Housing Development and Planning
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
A corporate non-housing estate review is currently underway to review the Council's corporate, operational and office estate. The review seeks to identify prioritised opportunities to enable better utilisation of the Council's assets, income generation, and land supply for housing development and to enable service transformation.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund				
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?
There are approximately 860 assets within the Council's non-housing asset register. The non-housing portfolio includes assets mainly used to deliver; the Council's civic functions (offices, libraries, depot, hostels etc.), help discharge statutory obligations (e.g. schools), generate revenue income stream (retail units, light industrial sites etc.) and help deliver specific corporate objectives.

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

A review of the Council’s non-housing asset portfolio is currently underway. The review seeks to identify prioritised opportunities to enable better utilisation of the Council’s assets, land supply for housing development and to enable service transformation.

As part of the asset review officers undertake an options appraisal to fully explore all possible outcomes for an asset. One of the options for consideration is disposal. Disposals enable capital receipts to support the Capital Programme; however, there may be other opportunities to generate revenue instead of capital receipts. This approach has been applied on schemes such as Besson Street and Copperas Street where Council’s land assets are used to secure revenue income in perpetuity through PRS for example.

As part of the asset review, a number of assets have been identified which could be used for similar purpose to the sites as Besson Street and Copperas Street.

The lead in time for receiving the finished units from such schemes would be about 3 years from the point of agreeing terms with a development partner. However, is possible, as in the case of Copperas Street, to structure an arrangement where the Council can enjoy rent during the development period.

Current sites under review which could be used for such development or partnering opportunities include:

- Trundleys Road:
An in-house study suggests that this site in New Cross has capacity for circa 56 units and about 400sqm of commercial re-provision.

Based on similar approach to Copperas Street (where private units are being offered as the land receipt) then approximately 8 of the units (say 2 bed flats) could be provided instead of a financial receipt. They would have a combined capital value of circa £4,000,000 (assuming all were agreed to be provided as private) and a combined annual income (if rented out privately) of circa £200,000 per annum (gross).

- House On The Hill (HOTH):
An in-house analysis demonstrated that this site located in Lewisham Central Ward has capacity for circa 45 residential units. On a PRS re-provision basis (as per the above), we would receive circa 6 units. This would have a GDV of £3,000,000 and an annual combined gross rental income of £150,000.

- Mulberry Day Centre:
The third-party feasibility we commissioned on this demonstrated capacity for circa 53 apartments and 342sqm of commercial re-provision. On a PRS re-provision basis we would receive circa 7 units. This would have a GDV of £3,500,000 and an annual combined gross rental income of £175,000.

- Library Resource Centre:
The third-party feasibility we commissioned on this demonstrated capacity for circa 12 units. On a PRS re-provision basis we would receive circa 2 of the units. This would have a GDV of about £1,200,000 and an annual combined gross rental income of £60,000.

Are there any specific staffing implications?	N
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Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Revenue income from development or surplus sites			£300,000	£300,000
TOTAL			£300,000	£300,000
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:	Increased income to the commercial portfolio			
What are the potential delivery risks and mitigation?				
<ul style="list-style-type: none"> • Receiving revenue income instead of capital receipt could reduce resources in the capital programme. The proposal seeks to use current assets as a means of revenue generation in which case generating capital receipts from those same assets will be an opportunity that will need to be foregone. This places greater pressure on the capital programme as disposal of assets is one of the means through which the programme is funded. • Estimated income not achieved. The income projections in terms of timing and quantum, is based on the Council's deal with Kitewood at Copperas Street. The proforma assumes that the same deal can be made with another partner or developer and that the same level of income, allowing for rental inflation can be reached. A different arrangement to the above is likely to impact the timing and quantum of income. 				
Are there any specific legal implications?				
None. However, it is expected that there will be a call on internal legal resources to negotiate the agreements.				
Is public consultation required (formal/statutory)?			N	

5. Impact & Outcomes

What is the likely impact of the proposed changes?
Service Users
None
Staff
None
Other Council Services
None
Partners
None
Are there any specific equalities implications?

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

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

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

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Implementation			
Review			

DRAFT

1. Proposal Overview	
Proposal title:	Housing Programme Commercial Units' Income
Reference:	HRPR_INC_08_Housing-Programme-Commercial-Units
Lead officer:	Patrick Dubeck
Ward/s affected	All Wards
Cabinet portfolio	Housing Development and Planning
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
The commercial portfolio comprises approximately 250 secondary and tertiary assets and generates an income of circa £2.85M pa. It includes retail shops, offices, light industrial units, nurseries and various community assets.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund				
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?
The Building for Lewisham Programme includes a number of new commercial units, which are intended to form part of the Council's wider commercial estate.
Included within the current programme are three schemes due to be completed between Nov 2022 and Feb 2024. All three schemes have commercial units, which are intended to form part of the wider commercial portfolio. A brief description of each of the sites including units, projected rent and date of completion is set out below.

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

- **Creekside** – The Creekside development is located at the junction of Creekside and Deptford Church Street (SE8). It comprises 92 residential units and commercial floor space of 1200sqm GIA although the lettable space is approximately 800sqm. The commercial unit is for a Planning use close B and is expected to generate an annual rent of between £100 – £150k a year. The project is due to complete in Nov 2022. Marketing is underway and the expectation is that it will start to generate income from the second half of 2023 financial year allowing for a short period of rent holiday for the tenant.
- **Home Park** – This scheme is located on Winchfield Road, the Home Park development will deliver 31 one, two and three-bedroom homes to a site formerly occupied by a neighbourhood office, garages, pram sheds and storage buildings. The commercial element of the scheme is approximately 150sqm of lettable space of Planning Use Class A1, A2, A3 and B1 estimated to generate approximately £28k a year in rent. The project is expected to be completed in September 2023.
- **Edward Street** – The Edward Street development is another mixed used scheme providing 34 family units with ground floor accommodation comprising a mix of nursery and flexible A1/A2/A3 or B1 spaces arranged around secure a courtyard. The commercial space is approximately 520sqm and is expected to generate approximately £100k in rent. The project is due to complete in Feb 2024.

The above projected income will add to the current commercial estate income as and when they come stream in the next 2 years. The profile has therefore been developed to reflect the phasing of the receipt of the income.

Are there any specific staffing implications?		N		
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
	75,000	75,000	100,000	250,000
TOTAL	£75,000	£75,000	100,000	250,000
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	N	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
Delays to completion of projects impacting on when income can start to be generated from the assets. The income profile provided below is in line with the latest project delivery programme. It takes into account any marketing needed and, also rent free period, which may be granted to a prospective tenant. To keep the void period to a minimum, marketing of the units will start at least 6 months before practical completion. Where necessary, it will start with construction to ensure to ensure the unit meets the requirements of the tenant.				
Estimated rental level not achieved. The profiled income below is based on realistic estimates for comparable units of similar size and condition. The planning use class for the units are also such that they can lend themselves to a variety of uses, which makes letting them and achieving the estimated rents more realistic.				
Are there any specific legal implications?				

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

None. However, it is expected that there will be a call on internal legal resources to negotiate the leases.

Is public consultation required (formal/statutory)?	N
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5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

None

Staff

None

Other Council Services

None

Partners

None

Are there any specific equalities implications?

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

Is a full EAA required?	N
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How do the proposed changes align with the Council's Corporate Strategy?

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

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

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

6. Delivery Plan

Milestones	Key Steps	Lead Officer	Timescales
Initiation			
Planning			
Implementation			
Review			

1. Proposal Overview	
Proposal title:	Disposal Recharge
Reference:	HRPR_SAV_03_Disposal-Recharge-Salary-Costs
Lead officer:	Patrick Dubeck
Ward/s affected	All Wards
Cabinet portfolio	Housing Development and Planning
Scrutiny committee/s	

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

3. Contextual Information			
Which service area/s are in the scope of the cuts proposal?			
A corporate non-housing estate review is currently underway to review the Council's corporate, operational and office estate. The review seeks to identify prioritised opportunities to enable better utilisation of the Council's assets, income generation, and land supply for housing development, service transformation as well as disposals where appropriate.			
What is the controllable budget of the service area/s?			

Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund			
HRA			
DSG			
Health			
TOTAL			

What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?
There are approximately 860 assets within the Council's non-housing asset register. The non-housing portfolio includes assets mainly used to deliver the Council's civic functions (offices, libraries, depot, hostels etc.), help discharge statutory obligations (e.g. schools), generate revenue income stream (retail units, light industrial sites etc.) and help deliver specific corporate objectives.
A review of the Council's non-housing asset portfolio is currently underway. The review seeks to identify prioritised opportunities to enable better utilisation of the Council's assets and

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

potential opportunities for disposal to generate much needed capital receipt for the capital programme.

As part of the asset review, a number of assets have been identified as opportunities to explore (over the next 3-5years) for other uses including for housing development and or disposal. Some of these are listed below:

- House on the Hill
- Wesley Halls/Bankfoot former neighbourhood office site
- 203 Deptford High Street
- Trundleys Road
- Mulberry Day Centre
- Library Resource Centre
- Mornington Centre

Taken together and assuming all the above sites are disposed of in the 3-5 years, a capital receipt in excess of £20M can be generated. However, it is not expected that all the above sites will be disposed of and that some will be used to meet other corporate priorities including supporting housing delivery and revenue income generation.

For the purposes of this proposal, it is assumed that at least £5M will be generated in capital receipts from the asset disposals in the 3-5years. Generating this level of receipt will require additional resource to support the programme. It is therefore proposed that the cost of that resource will be met from the disposal receipt rather than through a call on general fund revenue resource.

Are there any specific staffing implications?		N		
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Disposal Recharges	70,000	30,000		100,000
TOTAL				
% Net Budget	70,000	30,000		100,000
Does proposal impact on:	General Fund	HRA	DSG	Health
	N	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
Estimated Income from disposal not being achieved: A disposal programme is being developed as part of the ongoing council wide asset review. The programme will have a number of medium to large assets which will generate the level of disposal estimated.				
Are there any specific legal implications?				
None. However, it is expected that there will be a call on internal legal resources to effect disposals.				
Is public consultation required (formal/statutory)?		N		

5. Impact & Outcomes				
What is the likely impact of the proposed changes?				
Service Users				
None				
Staff				
None				
Other Council Services				
None				
Partners				
None				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				
Disability				
Ethnicity				
Gender				
Gender reassignment				
Marriage and civil partnerships				
Pregnancy and maternity				
Religion and belief				
Sexual orientation				
Socio-economic inequality				
Is a full EAA required?			Y/N (with Corporate Policy input)	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				X
Tackling the Housing crisis				X
Giving children and young people the best start in life				X
Building an inclusive local economy				X
Delivering and defending: health,				X

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

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

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

DRAFT

1. Proposal Overview	
Proposal title:	Apprenticeship Programme Resourcing
Reference:	HRPR_SAV_04_Apprenticeships
Lead officer:	Patrick Dubeck
Ward/s affected	All wards
Cabinet portfolio	Business, Jobs and Skills
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
The Mayor’s Apprenticeship Programme is managed by the Economy, Jobs and Partnerships service. The programme seeks to recruit local people to apprenticeship opportunities within the council. The programme’s budget is used to pay for the first five months’ salary of new apprentices within the council, plus two members of staff who deliver the programme.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	418,652	0	418,652	
HRA				
DSG				
Health				
TOTAL	418,652	0	418,652	
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	1	1		
Scale 6 – SO2				
PO1 – PO5	1	1		
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?
The focus of the Mayor’s Apprenticeship Programme is expanding. Roles within the council will continue to be the primary focus of the programme team. However, work will also take place to support residents into apprenticeship opportunities with other local employers (including those arising from new developments in the borough) and with employers elsewhere in London. This change is expected to be reflected in the new Corporate Strategy.

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

When the focus of the programme was solely on internal opportunities, funding needed to be drawn from the council’s core budget. With the expansion in focus of the programme it is possible to use Section 106 Employment and Training contributions towards the programme. This will be included in a broader proposal for use of S106 funding towards employment and training activities, including Lewisham Works.

It is suggested that it will be possible to substitute 20% of the core budget currently used for the salaries of the programme team for S106 funding. This will allow the programme to continue being delivered at same level of resource, but will provide a small saving to the General Fund.

Current staffing costs = £86,083 (1 x PO3, 1 x Apprentice). Therefore 20% = £17,217

Are there any specific staffing implications?		No		
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Substitution of GF for S106	£17,217	-	-	£17,217
TOTAL	£17,217	-	-	£17,217
% Net Budget	4.1%			4.1%
Does proposal impact on:	General Fund	HRA	DSG	Health
	Yes	No	No	No
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
Ensuring that the activities of the Mayor’s Apprenticeship Programme are compliant with the requirements of the S106 obligations used.				
Are there any specific legal implications?				
None				
Is public consultation required (formal/statutory)?		No		

5. Impact & Outcomes	
What is the likely impact of the proposed changes?	
Service Users	
None	
Staff	
None	
Other Council Services	
None	
Partners	
None	

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				X
Disability				X
Ethnicity				X
Gender				X
Gender reassignment				X
Marriage and civil partnerships				X
Pregnancy and maternity				X
Religion and belief				X
Sexual orientation				X
Socio-economic inequality				X
Is a full EAA required?			No	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				X
Tackling the Housing crisis				X
Giving children and young people the best start in life				X
Building an inclusive local economy			X Negative – opportunity cost of using S106 funding for other employment project	
Delivering and defending: health, social care & support				X
Making Lewisham greener				X
Building safer communities				X
Good governance and operational effectiveness				X

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Initiation	Review of S106 obligations to identify obligations which will align with these activities	John Bennett	November 2022
Planning	Produce Project Initiation Document (PID) for approval through appropriate S106 governance	John Bennett	January 2022
Implementation	S106 funds drawn down by Finance to appropriate cost code	Finance	March 2024
Review	Annual review to ensure ongoing compliance	John Bennett	March 2024

DRAFT

1. Proposal Overview	
Proposal title:	Supporting local businesses
Reference:	HRPR_SAV_05_Business-Support-UKSPF
Lead officer:	Patrick Dubeck
Ward/s affected	All wards
Cabinet portfolio	Business, Jobs and Skills
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>The Business Engagement team in the Economy, Jobs and Partnerships service provides local businesses with advice, support and signposting on issues that will support those businesses to survive and grow. The focus of the team has evolved post-pandemic to being more outward facing, going out to local high streets to talk to businesses and organising programmes and events which will provide relevant support.</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	294,681	28,221	266,460	
HRA				
DSG				
Health				
TOTAL	294,681	28,221	266,460	
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	1	0		1
Scale 6 – SO2				
PO1 – PO5	4	3		1
PO6 – PO8	1	0		1
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?
<p>The Government have introduced the UK Shared Prosperity Fund (UKSPF) as a replacement for European structural funds which were received when the UK was a member of the European Union. These previous funds included European Social Fund and European Regional Development Fund.</p>

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

The borough is being provided an allocation of UKSPF each year to March 2025. The funding is overseen by the GLA and has 3 themes – Communities & Place, Local Business Support, and People & Skills. The council will directly receive some of the funding for Communities & Place and Local Business Support. For these allocations the council will be required to identify outputs and outcomes which will be delivered, from a list of specified outputs agreed between the GLA and Government.

Some of the outputs being sought, specifically those relating to local business support, are linked to existing services being delivered by the Business Engagement team in the Economy, Jobs and Partnerships service. Therefore it is considered possible that existing core budget could be substituted for UKSPF for the next two years. The level of substitution proposed is equivalent to 1.5 FTE (50%) of the current team.

Are there any specific staffing implications?		No		
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Substitution of GF for UKSPF	100,000	5,000	0	105,000
TOTAL				
% Net Budget	38.4%	1.9%		40.3%
Does proposal impact on:	General Fund	HRA	DSG	Health
	Yes	No	No	No
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
Ensuring that the activities of the Business Engagement team are compliant with the output requirements of the UKSPF funding. This may require existing activities to be amended to ensure delivery is focused on contracted outputs. It will also require adequate monitoring systems to be in place for reporting to the GLA/Government.				
Are there any specific legal implications?				
None				
Is public consultation required (formal/statutory)?		No		

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

It should be noted that this proposal has the impact of reducing the amount of funding for additional programming and support measures that might have otherwise been available for business support at a time when many small businesses are facing significant pressures due to the rising cost of energy bills and rents.

Staff

None

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Other Council Services				
None				
Partners				
No direct impact. However, local partners may be disappointed that the council chooses to keep UKSPF for its own internal purposes rather than commissioning much needed business support programmes.				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				X
Disability				X
Ethnicity				X
Gender				X
Gender reassignment				X
Marriage and civil partnerships				X
Pregnancy and maternity				X
Religion and belief				X
Sexual orientation				X
Socio-economic inequality				X
Is a full EAA required?			No	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				X
Tackling the Housing crisis				X
Giving children and young people the best start in life				X
Building an inclusive local economy			X Negative – opportunity cost of using UKSPF funding for other business support projects	
Delivering and defending: health, social care & support				X
Making Lewisham greener				X

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Building safer communities				X
Good governance and operational effectiveness				X

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Agree UKSPF Investment Plan with the GLA which includes outputs to be delivered by the Business Engagement team	John Bennett	October 2022
Planning	Service Plan for Business Engagement team developed	John Bennett	March 2023
Implementation	UKSPF funds drawn down by Finance to appropriate cost code	Finance	March 2024 and March 2025
Review	Quarterly reviews to ensure ongoing compliance and delivery against UKSPF outputs	John Bennett	Ongoing quarterly

1. Proposal Overview			
Proposal title:	Review of the Temporary Accommodation (TA) Service Level Agreement (SLA) with Lewisham Homes (LH)		
Reference:	HRPR_SAV_06_Review-TA-Lewisham-Homes-Agreement		
Lead officer:	Fenella Beckman		
Ward/s affected	All wards		
Cabinet portfolio	Housing Management and Homelessness		
Scrutiny committee/s			
2. Decision Route			
Key Decision	Public Consultation	Staff Consultation	
No	No	No	
3. Contextual Information			
Which service area/s are in the scope of the cuts proposal?			
<p>The Housing Services Division works to support people who are in housing need, gives advice to customers on their housing options, works to raise standards in the private rented sector and to enable residents to live independently in their homes through the provision of grants for home adaptations.</p> <p>One of the three core service groups within the Division is the Housing needs and refugee services who work to:-</p> <ul style="list-style-type: none"> ○ deliver our statutory homelessness services through front-line homelessness prevention and relief services; ○ procure temporary homes for a range of customers across the Council who are in housing need; ○ support our customers who are living in temporary accommodation in and out of the borough and working to help them settle into the private rented sector ○ with customers who have no recourse to public funds; ○ deliver the award winning refugee resettlement programme ○ jointly with children’s social care on s17 (Children’s Act 1989) homeless households ○ in partnership with RPs on the allocations and lettings of social homes ○ undertake statutory reviews of decisions and coordinating the management of complaints across the Division <p>This service works very closely with Lewisham Homes on accepted clients housed in LBL temporary accommodation managed by Lewisham Homes on behalf of the Council. A Service Level Agreement exists between LH and LBL for the activity.</p>			
What is the controllable budget of the service area/s?			
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	£162,000	0	£162,000
HRA			
DSG			
Health			
TOTAL			

What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	11	11		
Scale 6 – SO2	7	7		
PO1 – PO5	3	3		
PO6 – PO8				
SMG1 – SMG3				
JNC				
4. Cuts Proposal				
What changes are proposed to the service area/s?				
Lewisham Homes provide management services for homeless households in temporary accommodation owned by London Borough of Lewisham. The cost of management and administration relating to this service is currently charged to the general fund. Going forward this charge will cease and the costs of management will revert back to the Council's Housing Revenue Account.				
Are there any specific staffing implications?			No	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Recharge to the HRA	£162,000			£162,000
TOTAL	£162,000			£162,000
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	Y	N	N
If yes, please describe impact:	Will switch funding from General Fund into the HRA.			
What are the potential delivery risks and mitigation?				
Not applicable				
Are there any specific legal implications?				
None. This is a change in funding source only				
Is public consultation required (formal/statutory)?			No	
5. Impact & Outcomes				
What is the likely impact of the proposed changes?				
Service Users				
None. This savings plan will not result in any changes to the way the service carries out its work, it is simply a change of funding source, to fund the same activities.				
Staff				

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

None				
Other Council Services				
None				
Partners				
None				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				X
Disability				X
Ethnicity				X
Gender				X
Gender reassignment				X
Marriage and civil partnerships				X
Pregnancy and maternity				X
Religion and belief				X
Sexual orientation				X
Socio-economic inequality				X
Is a full EAA required?			No	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				X
Tackling the Housing crisis	Positive			
Giving children and young people the best start in life		Positive		
Building an inclusive local economy				X
Delivering and defending: health, social care & support			Positive	
Making Lewisham greener				X

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Building safer communities		Positive		
Good governance and operational effectiveness	Positive			
6. Delivery Plan				
Milestones	Key Steps	Lead Officer	Timescales	
Initiation	Agree with finance, legal and Director of Housing	Fenella Beckman	April 2023	
Planning	As above	Lewisham Homes	Leading up to April 2023	
Implementation	Make changes to budget allocations	LBL Finance	April 2023	
Review	We will review whether there have been any negative impacts of this change at the end of next financial year.	Clienting	October 2023	

1. Proposal Overview				
Proposal title:	Reducing General Fund spend in the Private Sector Licensing and Housing Enforcement service			
Reference:	HRPR_SAV_07_Private-Sector_Licensing			
Lead officer:	Fenella Beckman			
Ward/s affected	All wards			
Cabinet portfolio	Housing Management and Homelessness			
Scrutiny committee/s				
2. Decision Route				
Key Decision	Public Consultation	Staff Consultation		
No	No	No		
3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>The Housing Services Division works to support people who are in housing need, gives advice to customers on their housing options, works to raise standards in the private rented sector and to enable residents to live independently in their homes through the provision of grants for home adaptations. One of the three core service groups within the Division is the Private Sector Housing Agency which includes the Private Sector Licensing and Housing Enforcement Service This service:-</p> <ul style="list-style-type: none"> works to manage and improve the private rented sector in Lewisham through licensing and enforcement interventions; supporting tenants in the private rented sector who are being harassed by rogue landlords; supporting home owners to adapt homes for vulnerable people’s changing needs through the distribution of loans and facilitating the construction/building works distributing loans to owners of empty homes to bring them back into occupation <p>The Service is headed by the Head of Private Sector Licensing and Home Improvement and includes 16 FTEs. As a result of increased demand following the launch of the Additional Licensing Scheme, there are 4 temporary short term Coordinator roles that have been created and funded through licensing income to clear the backlog of applications.</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	£1,083,979	£556,000	£527,979	
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	2	2		
Scale 6 – SO2	2	2		
PO1 – PO5	11	11		

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

PO6 – PO8				
SMG1 – SMG3	1	1		
JNC				
4. Cuts Proposal				
What changes are proposed to the service area/s?				
<p>We currently fund 35 per cent of the private sector licensing and enforcement service from general fund, and 65 per cent from the proceeds of licensing. This reflects the fact that until this financial year 35 per cent of the team’s caseload was statutory disrepair cases, relating to non-licensable properties and which cannot, therefore, be funded from the proceeds of licensing.</p> <p>However, with the introduction of a new borough-wide additional licensing scheme in April 2022, many more disrepair cases are likely to fall under the remit of the licensing scheme, and can therefore be funded from licensing income. We have conducted an analysis of what the likely change to the statutory disrepair caseload will be, and we believe that we can now reduce the service’s reliance on the council’s general fund.</p> <p>This would leave the equivalent of three senior licensing and enforcement officers, one programme coordinator, 0.5 of an Intelligence and Investigation Officer and 0.3 of a Head of Service funded by the council general fund.</p> <p>In addition, we have conducted an analysis of the likely minimum income the service will generate from Civil Penalty Notices (CPNs) given to landlords for certain types of offences. This income can be used to fund statutory disrepair. At a conservative estimate the minimum income likely to be generated by this avenue is £90k p.a. We are clear that this does not involve setting targets for income to be generated from CPNs, which would be inappropriate, simply that this is the minimum likely to be generated by the service undertaking business as usual. This income can be used to cover a proportion of the licensing and compliance officers’ time that relates to statutory disrepair.</p>				
Are there any specific staffing implications?			No	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Replacing general fund with licensing income	£150,000			£150,000
TOTAL	£150,000			£150,000
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<p>The risk to taking the above approach is that the service is incentivised to bring in licensing income and civil penalty income, potentially at the expense of less financially lucrative, and often more complex statutory disrepair work. However, this risk can be</p>				

<p>managed by ensuring that employee target-setting is not based on income generation, but on outcomes achieved for residents. This is already set out in this service’s draft service improvement plan.</p> <p>A further risk to taking the approach outlined above is that the law could change to radically alter the statutory private sector housing enforcement framework, and remove the council’s access to licensing income. Due to the reduced general funding to the service, this would leave the council with a skeleton service to meet its statutory obligations. However, we consider this to be a high impact/low probability risk.</p> <p>The Government’s recently-published and very comprehensive white paper on private rented sector reform <i>A fairer private rented sector</i> indicates there is no intention to scrap property licensing, and indeed recent decisions by the Housing and Homelessness Minister suggest the Government is more supportive of councils using property licensing than at any time in the preceding 5 years. In any case, if licensing powers were to be abolished or amended, the Government would be likely to allow the clock to wind down on existing schemes. This means there would be no cliff edge, which would allow the council time to plan for the reduction in income.</p>	
<p>Are there any specific legal implications?</p>	
<p>No specific legal implications</p>	
<p>Is public consultation required (formal/statutory)?</p>	<p>No</p>
<p>5. Impact & Outcomes</p>	
<p>What is the likely impact of the proposed changes?</p>	
<p>Service Users</p>	
<p>None. This savings plan will not result in any changes to the way the service carries out its work, it is simply a change of funding source, to fund the same activities.</p>	
<p>Staff</p>	
<p>Minimal. As set out above, there is a risk that staff could be incentivised to prioritise ‘low hanging fruit’ over complex cases, but this is mitigated by service managers designing staff targets to avoid this outcome. In the longer term it means that more of the licensing and enforcement staff are dependent on licensing income to fund their roles, which means they will be subject to any changes in legislation governing how the council collects licensing income, however no changes to this are anticipated in the short-medium term.</p>	
<p>Other Council Services</p>	
<p>Positive. As outlined above there are potentially other roles in the council which could be funded from either the proceeds of licensing or the proceeds of CPN income, which will support other services to meet their savings targets</p>	
<p>Partners</p>	
<p>None. The only partners who are connected to this work are our TA provider landlords whose properties are licensable, and again, the service they receive will not change in any way, only the funding source.</p>	
<p>Are there any specific equalities implications?</p>	

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				X
Disability				X
Ethnicity				X
Gender				X
Gender reassignment				X
Marriage and civil partnerships				X
Pregnancy and maternity				X
Religion and belief				X
Sexual orientation				X
Socio-economic inequality				X
Is a full EAA required?	No			
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				X
Tackling the Housing crisis	Positive			
Giving children and young people the best start in life		Positive		
Building an inclusive local economy				X
Delivering and defending: health, social care & support			Positive	
Making Lewisham greener				X
Building safer communities		Positive		
Good governance and operational effectiveness	Positive			
6. Delivery Plan				
Milestones	Key Steps	Lead Officer	Timescales	

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Initiation	Agree with finance, legal and Director of Housing	Fenella Beckman	April 2023
Planning	As above	Rhona Brown	
Implementation	Make changes to budget allocations	Rhona Brown	April 2023
Review	We will review whether there have been any negative impacts of this change at the end of next financial year.	Fenella Beckman	October 2023

DRAFT

1. Proposal Overview	
Proposal title:	Education – Delete Remainder of Vacant BSO Post (Education Operations)
Reference:	CYP_SAV_02_Delete-Vacant-Education-Post
Lead officer:	Angela Scattergood
Ward/s affected	All wards
Cabinet portfolio	Children, Young People and Community Safety
Scrutiny committee/s	

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

3. Contextual Information	
Which service area/s are in the scope of the cuts proposal?	
<p>Business support for Education Services. This proposal follows on from a previously taken saving in this area, where a member of staff was retiring having reviewed the work demands the proposal didn't require us to fill the post due to successful digitisation of services and SLAs with schools have allowed this to be possible.</p> <p>This saving now takes the remainder of that budget for that individual that couldn't be taken previously due to when they were retiring.</p>	
What is the controllable budget of the service area/s?	

Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	102	0	102
HRA			
DSG			
Health			
TOTAL	102	0	102

What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	1	1		
Scale 6 – SO2	1	1		Remainder of 1
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal	
What changes are proposed to the service area/s?	
Not to fill what is left from a vacant post following previous savings proposals.	
Are there any specific staffing implications?	N

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Vacant 'Post' Deletion	12	0	0	12
TOTAL	12	0	0	12
% Net Budget	11.8	0	0	11.8
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:	Saving realised			
What are the potential delivery risks and mitigation?				
No risks associated, post has been deemed unnecessary to meet service needs, and is not filled (partial savings have already been taken from this post anyway)				
Are there any specific legal implications?				
No				
Is public consultation required (formal/statutory)?			N	

5. Impact & Outcomes

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

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

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

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Inform Finance ready for new financial year budget setting process	Matt Henaughan	Immediately post decision
Planning	As Above	Matt Henaughan	As Above
Implementation	As Above	Matt Henaughan	As Above
Review	Not necessary	Matt Henaughan	As Above

1. Proposal Overview	
Proposal title:	Reduction in funding to the Youth Service Budget by £200k
Reference:	CYP_SAV_04_Youth-Service-Budget-Review
Lead officer:	Sara Rahman
Ward/s affected	All wards
Cabinet portfolio	Children, Young People and Community Safety
Scrutiny committee/s	

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

3. Contextual Information
<p>Which service area/s are in the scope of the cuts proposal?</p> <p>Local Authorities have a responsibility to provide a youth service offer within it's local area, although this is not defined. Across the country there has been a significant reduction in spend for youth services. Although spend in Lewisham has reduced in recent years it still compares well with many other Local Authorities. The main spend for youth services relates to Youth First, but in addition to this the Council maintains youth engagement and participation staff, primarily within the Young Mayor's Team. In addition the Council funds the Lewisham Young Leadership Academy which particularly supports young people with an African or African-Caribbean heritage.</p> <p>To date the main focus for youth service provision has been on universal provision, but there is a concern about unmet need, through a current review of our adolescent services we may need to refocus resources on more targeted provision.</p> <p>Youth First deliver the core Youth Services contract in Lewisham. The contract value is £1.25 million and it runs from 1st April 2021 to 31 March 2025. This is a large part of the overall Council budget of £1.9M.</p> <p>In addition Youth First currently manage our Adventure Playgrounds. Following the adoption of our new Play Strategy the offer here is currently being tendered, so this is outside the scope of this savings proposal.</p> <p><u>Current Delivery model</u></p> <p>The service is an essential part of the universal and targeted element of our Early Help approach to provide the right support, in the right place at the right time.</p> <p>Youth First organises three delivery modes:</p> <p>Delivery Mode 1: Maintain (and shape) a flexible, fun, safe, educational and engaging universal offer at core sites across the borough that meet an appropriate Youth Quality Mark.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Open access to an agreed number of sessions that can be delivered at core sites across the borough.

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- Delivery of all-year-round and school holiday provision to provide safe social spaces of activity and education (expanded to alternative sites as required)
- Delivery of youth-led projects, social action and youth participation (e.g. local campaigning, volunteering, peer mentoring, intergenerational activities, youth panels and social enterprise)
- High-quality website, branding and partnership working with Lewisham’s Family Information Service to maximise uptake and access.
- In the light of the Public Health challenge presented by Covid 19, provision of an engaging virtual offer to allow ongoing support through lockdown and beyond as appropriate.

Delivery Mode 2: Provide outreach support and engagement that responds flexibly to the changing needs of young people in the borough, with a view to engaging young people in open access provision

- Retaining open access capacity for localised outreach as need dictates – e.g. planned response to localised community and social issues.
- This would be delivered through the core 720 hours, i.e. instead of planned open access sessions

Delivery Mode 3: Develop a targeted offer for more vulnerable young people and families. Including 1:1 case holding and themed session delivery

- Bespoke interventions that support young people to improve outcomes, sustain change and make positive life choices will be delivered by Senior youth and community workers
- Young people may self-refer, be identified by youth workers during open access sessions or be referred through Family Thrive.
- The breadth of need that Family Thrive identify is wide-ranging and include: issues at school; family or relationship problems; drug/alcohol concerns; concerns around behaviour; peer groups; emotional wellbeing; keeping safe; anti-social behaviour.

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

Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	1,943		1,943
HRA			
DSG			
Health			
TOTAL	1,943		1,943

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

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

4. Cuts Proposal				
What changes are proposed to the service area/s?				
<p>It is being proposed that a reduction of £200k be taken from the base budget. This will involve negotiations with Youth First on their delivery model taking into consideration the balance between universal and targeted youth provision, together the level of Council spend that funds front line youth work as opposed to back office and management functions. The Council is pleased that Youth First are showing more success in identifying alternative sources of funding including NCIL from the Council for neighbourhood work and grants and donations from external organisations.</p> <p>In addition, through both the adolescent review and the development of Family Hubs there may be opportunities to develop other elements of a youth offer.</p>				
Are there any specific staffing implications?			Y – these would be for Youth First	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
TOTAL				
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y/N	Y/N	Y/N	Y/N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<p>Impact</p> <ul style="list-style-type: none"> Depending on the model adopted, there could be TUPE implications that would require further consultation. Up to 5/6 staff FTE may be affected by redundancies, needing services to be redesigned much more intelligently Staff shortages could impact on service delivery/access <p>Mitigation</p> <ul style="list-style-type: none"> We would ask the provider to trim down elements of their business support costs first – a task that could possibly be merged with other existing staff members. They may also consider sharing business support functions with other organisations We would ask the Provider to involve volunteers Officers will signpost the Provider in obtaining funding from sources such as charitable trusts 				
<ul style="list-style-type: none"> Are there any specific legal implications? 				
To be completed with Legal input.				
Is public consultation required (formal/statutory)?				

5. Impact & Outcomes
What is the likely impact of the proposed changes?
<p>Service Users</p> <p>Impact</p> <ul style="list-style-type: none"> • Service users may not be able to access services according to current set timetables • Service users may not be able to access all or part of the services in certain parts of Lewisham depending on the model adopted • This may result in club closure due to staffing shortages – as centres must operate on an agreed staff: YP ratio <p>Mitigation</p> <ul style="list-style-type: none"> • Through possible increased volunteering opportunities, services may be maintained including using increased targeted approach. The latter approach is where services can be put in place quickly for those most in need. • The emerging Family Hub model, planned to be put in place in April 2023, will ensure that there is a further safety net, where children and young people can access a menu of relevant services • For older children, the Provider could increase services virtually building on learning and feedback from CV19 lockdowns.
<p>Staff</p> <p>Impact</p> <p>For the provider</p> <ul style="list-style-type: none"> • Up to 4-6 FTE staff could be made redundant impacting on the running of clubs – which may result in reduced hours or even closure • Other staff not affected may feel demotivated, particularly when they may have to do more due to cuts • Recruitment and retention of youth service staff has proved difficult over the years, further cuts is likely to exacerbate this <p>Mitigation</p> <ul style="list-style-type: none"> • The Provider could make use of more sessional staff, and those who are affected by redundancies, could option to take up these new opportunities • For those affected staff, the Provider will be asked to signpost them to the Council’s job website as well as its partners; the Council together with ICB commission many services locally and thus support job creation in Lewisham • The Provider could involve volunteers
<p>Other Council Services</p> <p>Negative/Positive impacts</p> <ul style="list-style-type: none"> • Cuts in services could see more referrals into children social care Cuts in services could see more young people use other universal services such as sports, parks, leisure and libraries • Cuts in services could see more young people making use of school extra-curricular activities

Partners				
<p>Negative and positive impacts</p> <ul style="list-style-type: none"> • Greater referrals to other services for such as Family Thrive, CAMHS and YOS. • It may encourage increased access to leisure/sports/parks facilities for young people including take-up of activities that schools/libraries have to offer • It may encourage all services for children and young people to come together to work much more closely and collaboratively – this is something that is planned for Lewisham’s emerging Family Hub model. 				
<p>Are there any specific equalities implications?</p> <p>Services are assessed as having medium positive equalities implications due to the fact that at least 84% of the funding is planned to be retained.</p> <p>For socio-economic equality, this is deemed as having a high negative equalities implication – current statistics show that a large proportion of users are from BAME backgrounds - predominantly Black British and Mixed Race heritage. We also know from the Covid pandemic experience, that the BAME population were heavily impacted exposing inequalities in Lewisham’s communities as well as nationally. In this case, we would ensure that services are targeted and targeted in the most deprived parts of the ward. The service is also used by young people who are predominantly in the age range of 8 -15 and more males attend than females. There are 130 young people categorised as having some kind of disabilities e.g. emotional health and wellbeing issues, physical disabilities and learning disabilities. Any service design will ensure that this is taken into account to ensure that there is minimum impact for this group of children and young people.</p>				
Protected characteristics and other equalities considerations	High (Negative)	Medium (Positive)/	Low (Positive / Negative)	Neutral
Age			X	
Disability			X	
Ethnicity			X	
Gender			X	
Gender reassignment			X	
Marriage and civil partnerships			N/A	
Pregnancy and maternity			N/A	
Religion and belief			x	
Socio-economic inequality			x	

*Please note, where there is N/A stated in the box, this means the organisation does not have sufficient data or that the protected characteristic is not recorded due to its irrelevance.

Is a full EAA required?	Y (with Corporate Policy input)
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Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

How do the proposed changes align with the Council's Corporate Strategy?				
Preservation of large portion of Youth First (84%) funding means that the Council continues to commit to the corporate priorities listed below.				
Corporate Priorities	High (Positive)	Medium (Positive)	Low (Positive / Negative)	Neutral
Open Lewisham			X Preservation of large portion of funding will enable support to be provided to marginalised young people e.g. LGBTQ+	
Tackling the Housing crisis				X Service may continue to signpost young people and their families to specialist support
Giving children and young people the best start in life			X Preservation of funding means that children and young people continue to meet outcomes of the Children and Young People's Plan	
Building an inclusive local economy				X The service is able to refer young people to suitable training opportunities through colleges, local apprenticeship schemes

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<p>Delivering and defending: health, social care & support</p>			<p>X Preservation of funding means that through Early Help and Prevention Services, we can ensure that those most in need are supported early in order to prevent them from needing social care services</p>	
<p>Making Lewisham greener</p>				<p>X Officers will continue to ensure that Providers meet Lewisham's environmental targets through contracts monitoring</p>
<p>Building safer communities</p>			<p>X Supporting young people early means that young people know how to keep safe in the borough and be diverted from crime and gangs</p>	
<p>Good governance and operational effectiveness</p>			<p>Governance is managed through I-Thrive Board, and operational effectiveness is managed through contractual monitoring.</p>	

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

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6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Consultation with: <ul style="list-style-type: none"> • Cabinet • Commissioners • Heads of service • Directors • Providers • HR 	Sara Rahman, supported by Harsha Ganatra, Joint Commissioner and Serita Kwofie, Head of Prevention and Early Help	19th September to February 2022 to March 2023
Planning	Negotiate with Providers as to new service model taking into account funding levels, staffing needed, redundancies	Harsha Ganatra, Joint Commissioner and Serita Kwofie, Head of Prevention & Early Help	From October 2023 to 31 March 2023
Implementation	Finalise Service model re-design, arrange variation to the contract to be signed with new KPIs/model	Harsha Ganatra, Joint Commissioner and Serita Kwofie, Head of Prevention & Early Help	From 1 April 2023
Review	Review the new model continuously assessing impact/risk/mitigation. Mitigation could also look at what additional funding the service could attract, greater collaborative working such as through Family Hub model.	Harsha Ganatra, Joint Commissioner and Serita Kwofie, Head of Prevention and Early Help	From 1 April 2023 - every month for three months then every quarterly

1. Proposal Overview	
Proposal title:	Reduction in funding to the Youth Offending Service by £100k
Reference:	CYP_SAV_05_Youth-Offending-Service-Review
Lead officer:	Sara Rahman
Ward/s affected	All wards
Cabinet portfolio	Children, Young People and Community Safety
Scrutiny committee/s	

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

3. Contextual Information
Which service area/s are in the scope of the cuts proposal?
The Lewisham Youth Justice Strategic Plan 2022 sets out the priorities for the Youth Offending Service to provide a child first service to prevent and reduce offending according with the requirements of the CJ Act 1998. The YOS has been on an improvement path since 2016 when some additional Lewisham LA funding was provided to support a post inspection action plan which included additional consultancy fees for external support, expert advice and auditing of service delivery.

What is the controllable budget of the service area/s?			
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
Health	106,456	106,456	0
LA	1,334,675	1,334,675	0
YJB	609,037	609,037	0

What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
N/A				

4. Cuts Proposal	
What changes are proposed to the service area/s?	
It is being proposed, following a thorough financial audit that a reduction of £100k for consultancy linked to external quality assurance be taken from the base budget.	
Are there any specific staffing implications?	N
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)	

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Proposal strand	2023/24	2024/25	2025/26	TOTAL
	£100k			
TOTAL	£100k			
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
The provision of additional support for the YOS for improvement has produced the outputs required since the funding was provided in 2016. Auditing is now undertaken by team managers. Should there be an identified need for consultancy it could be offset by 50% resulting from an increase in the YJB grant for 22/23.				
Are there any specific legal implications?				
To be completed with Legal input.				
Is public consultation required (formal/statutory)?				

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

The impact on service users is thought to be minimal as this is not a saving that involves a staffing reduction or redesign.

Staff

There will not be any impact on staffing. Should there be a need to support the quality assurance activity in the team then this could be offset by the YJB grant as highlighted above, and the peer support available from Islington as our partners in practice.

Other Council Services

There could be additional ask from other areas of the council such as the programme management service for project support if there is a need for a focused piece of work in relation to the quality and performance of the service.

Partners

The lack of finance available for this type of assurance work could mean that improvement work with partners could be delayed. This work could come from the youth justice board and as a result of emerging themes and issues.

Are there any specific equalities implications?

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

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Review budgets with finance	Keith Cohen	December 2023

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Planning	Set forecast with finance	Keith Cohen	January 2023
Implementation	Saving	Keith Cohen	April 2023
Review			

DRAFT

1. Proposal Overview	
Proposal title:	Review of Short Break services to children with complex needs
Reference:	CYP_SAV_06_Short-Breaks
Lead officer:	Angela Scattergood
Ward/s affected	All Wards
Cabinet portfolio	Children, Young People and Community Safety
Scrutiny committee/s	

2. Decision Route		
Key Decision	Public Consultation	Staff Consultation
N	N (statutory/formal consultation only – see section 4)	N (see section 4)

3. Contextual Information
<p>Which service area/s are in the scope of the cuts proposal?</p> <p>The Short Breaks budget of circa £2.5M is the proposed scope for cuts to this proposal.</p> <p>Short Breaks is used to describe services delivered to provide respite activities and support for children and young people who have complex needs and disabilities. It supports parents and carers with a short break from their caring role. It may also support families by providing activities to a child or young person to support their social needs within the community. For children and young people who are eligible for Social Care support there are two types of Short Breaks which are provided: Targeted and Specialist Short Breaks. These services are aimed to support children and young people who have disabilities and complex needs at different levels. For example:</p> <ul style="list-style-type: none"> • Targeted Short Breaks are for eligible families with disabled children who have additional needs which prevent them from accessing activities independently and through accessing these activities. Their parent or carers are able to take a short break from their caring responsibilities. The service provided is for 2 hours per week. • Specialist Short Breaks are for eligible children and young people who have complex needs and require regular care and support from their parents to meet their needs in caring for them. This service is for families with children and young people who have significant levels of needs whereby their needs have been assessed by a Social Worker through the Children Social Care assessment framework. This service provides 3 or more hours per week. <p>While the above services are provided, often times to ensure that outcomes are met and that children are not put at risk of harm, spot purchased support has been used for children who are considered to be Children in Need and children who are looked after. Spot purchased support has provided crisis intervention and support to prevent children and young people from becoming looked after. Care is provided by external agencies and falls into three broad categories:</p> <ul style="list-style-type: none"> • In complex cases of challenging behaviour when a families find it difficult to manage the providers will offer additional support for the family at home. • Interim placement support while a long term placement is identified where agencies provide care into a residence to support the child or young person. • Crisis support for complex cases where the specific care needs are greater than the contracted support can provide. Specifically where the capacity of the agency or complexity of the care means extra support it required. This can be a wrap-around

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service to prevent escalation of needs and prevent a child or young person becoming looked after; or to support foster carers to stabilise the placement.

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

Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	2465	0	2465
HRA			
DSG			
Health			
TOTAL	2465	0	2465

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

Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	0	0	0	0
Scale 6 – SO2	0	0	0	0
PO1 – PO5	0	0	0	0
PO6 – PO8	0	0	0	0
SMG1 – SMG3	0	0	0	0
JNC	0	0	0	0

4. Cuts Proposal

What changes are proposed to the service area/s?

A review of the current arrangements is currently underway and a high level of spot purchased spend has been identified which should provide an opportunity to identify efficiencies without this having an impact on individual families, however this cannot be ruled out at present. We are seeking to establish what services can be commissioned differently.

Within the Short Breaks Service the following is proposed:

- Review of targeted and specialist criteria and offer for short breaks.
- Unit costing exercise to assess value for money and impact of services.
- Review of contacts and commissioned services.
- Review Spot Purchases.

Most of the contracts have had extensions due to Covid and this has impacted on any potential savings that may have been considered as part of the commissioning intentions. The targeted short breaks review which was to look at the eligibility criteria and offer, has been given a new revised timescale of December 2022 by commissioning. To date the review has already identified, through performance information a potential saving of £132,000.

From the perspective of Commissioning there is still scope to develop a provider framework to better manage the external provision of care in this area. The framework will mean the Council has better control of the budget with consistent costs, manage the relationship with the providers and provide better oversight of the care being supplied. . In addition the use of

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the framework will present an opportunity to broaden the existing care market with other care providers. Savings against the spot purchase costs will be recurrent. There is also the option to consider expanding the use of the existing Dynamic Purchasing System used by the Council to incorporate this care provision. Other councils have used this model to offer more flexibility to the framework as it allows providers to come onto the framework at any time. The DPS also automates some of the process of quality checks, facilitation of entering the framework and the tendering process meaning there will be less pressure on Council staff. There will be an increase to the current £45,000 annual licensing fee with the existing provider but this will be an extension rather than full implementation of the system so will be less costly.

Are there any specific staffing implications?		No		
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Complex Care Framework	200,000			£200,000
TOTAL	200,000			£200,000
% Net Budget	8%			8%
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	Y
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<p>This is a demand led budget, governed by statutory requirements.</p> <p>Reductions in numbers and levels of support packages would be introduced for new claimants and also on annual review of care packages.</p> <p>The impact of inflation and the ongoing cost of living wages has potential to see significant requests for cost uplifts from care agencies over the next 5 years. The framework can help manage these increase but will not be able to remove the need to consider inflationary uplifts entirely.</p> <p>The Framework will require engagement and some support from the care market in order to be successful. Whilst it is in the interest of agencies to be part of the framework there will be a risk to their own financial positions linked to better management of the Council's budget. Full engagement with the current and potential providers should be undertaken to help them to facilitate the move to the framework.</p>				
Are there any specific legal implications?				
If the Council is considering moving to an in-house care provision then TUPE may apply for staff who are already providing similar care for children and young people.				
Is public consultation required (formal/statutory)?			Y (if there is a cut to support being offered)	

5. Impact & Outcomes

What is the likely impact of the proposed changes?

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Service Users				
<p>The framework will provide the council with better oversight of the packages of care being offered, with clarity over the positive outcomes being achieved for children and young people engaged with agencies; and an improved mechanism for case management and feedback.</p> <p>The framework will include checks on the quality of the agencies providing care and enable the council to undertake better performance management as part of contractual relationship.</p>				
Staff				
<p>Currently there is no council service. There is scope that external staff currently employed by care agencies could move to any proposed in-house service development.</p>				
Other Council Services				
<p>This would allow the Placements Team to better manage the existing spot purchase process and the use of the DPS has the potential to decrease the time required to find care. There will be no impact outside of CYP services.</p>				
Partners				
<p>The ICS (Health) jointly commission packages of care for children and young people with complex care needs and moving to the framework would have a positive impact on the management of the NHS budget as well.</p>				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive)	Medium (Positive)	Low (Positive / Negative)	Neutral
Age			Potentially positive as this could improve outcomes and service provision for vulnerable young people.	
Disability			Potentially positive as this could provide better care and outcomes for CYP with complex care needs.	
Ethnicity				This will provide care for all CYP irrespective of this characteristic.
Gender				This will provide care for all CYP irrespective of this characteristic.
Gender reassignment				This will provide care for all CYP

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				irrespective of this characteristic.
Marriage and civil partnerships				This will provide care for all CYP irrespective of this characteristic.
Pregnancy and maternity				This will provide care for all CYP irrespective of this characteristic.
Religion and belief				This will provide care for all CYP irrespective of this characteristic.
Sexual orientation				This will provide care for all CYP irrespective of this characteristic.
Socio-economic inequality				This will provide care for all CYP irrespective of this characteristic.
Is a full EAA required?				Y
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive)	Medium (Positive)	Low (Positive / Negative)	Neutral
Open Lewisham				No Impact on Open Lewisham
Tackling the Housing crisis				No impact on housing.
Giving children and young people the best start in life			The proposal should have a limited impact on services for young people needing support for complex care.	
Building an inclusive local economy				No Impact
Delivering and defending: health, social care & support			The proposal should have a limited impact on services for young people	

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Making Lewisham greener				No impact
Building safer communities				No impact
Good governance and operational effectiveness		The framework will provide improved oversight and quality assurance for services.		

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Feasibility Study	Harriet Jannetta	December 22
	Market Analysis	Paul Creech	December 22
Planning	Financial Analysis	Paul Creech	January 22
	Market Engagement	Paul Creech	January-April 23
Implementation	Framework Development	Paul Creech	April-September 23
Review	Service User Feedback	Paul Creech	March 24

DRAFT

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

1. Proposal Overview	
Proposal title:	Implementation of Electronic call monitoring systems for Maximising wellbeing at home services.
Reference:	COM_SAV_01_Electronic-Call-Monitoring
Lead officer:	Joan Hutton/ Kenneth Gregory
Ward/s affected	All
Cabinet portfolio	Health and Adult Social Care
Scrutiny committee/s	

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

3. Contextual Information

Which service area/s are in the scope of the cuts proposal?

Adult social care is in the process of retendering contracts for Domiciliary care. The Maximising Wellbeing at Home service will provide focused support delivered by Wellbeing Teams through a rehabilitation lens. The new contracts allow an opportunity for the providers to implement the use of Electronic call monitoring systems (ECM). This will ensure better oversight for the provider and resident who is receiving care and support and will provide more accurate information for charging and payment purposes.

Scope: The Service is provided to people with care and support needs who:

- Meet the national eligibility threshold for care and support as set out in the Care and Support (Eligibility Criteria) Regulations 2014 for the Care Act 2014
- Have unmet eligible needs and outcomes that can be met through the provision of Maximising Wellbeing at Home; and
- Are deemed to be ordinarily resident within the administrative area of Lewisham Council.

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

Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	120,500	-57,100	63,400
HRA			
DSG			
Health			
TOTAL	120,500	-57,100	63,400

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

Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	N/A			
Scale 6 – SO2	N/A			
PO1 – PO5	N/A			
PO6 – PO8	N/A			
SMG1 – SMG3	N/A			
JNC	N/A			

4. Cuts Proposal

What changes are proposed to the service area/s?

Currently payments are made to providers on what is planned within the support plan rather than what is delivered. Consequently, charging to residents and payment to providers is not always accurate.

Technical improvement work to the 3 systems has made electronic call monitoring possible. This means that:

- The providers of the new contracts for the Wellbeing at home service can implement electronic call monitoring (ECM) system that is compatible with Liquidlogic Adults' Social Care System.
- It is the Provider's responsibility to manage the day-to-day information from electronic monitoring. There will be flexibility to adjust time spent with the person in receipt of care, but these adjustments will be more transparent and allow the provider to plan rotas more effectively.

The ECM system will ensure:

- Increased transparency including adherence to fixed visit schedules and rostering requirements
- Improved management information for performance and quality monitoring
- There is a mechanism for Providers to monitor and manage high- risk / time critical alerts
- There is accurate invoicing information, minimising disputes reduced administration as information is captured electronically

The ECM will achieve this by comparing the expected provision and actual provision in order to:

- Recharge clients accurately; actual delivery can be more accurately
- Enable the Provider to monitor care and support calls so that an accurate measure of the actual care and support provided is obtained.
- Ensure that all visits are recorded electronically and in real time. The system used will be able to generate alerts and should be monitored throughout the service delivery in real time to ensure any issues are highlighted early for immediate attention.
- The system will be able to generate electronic timesheets and invoices and be able to produce tailored reports to identify that the service requirements are being met.
- The Provider shall comply with the requirements of the Data Protection Act 1998 and other legislation governing the use and storage of electronic information. It must also provide an audit trail for time sheet entries including when the entries were created and who created them.

Are there any specific staffing implications? No

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

Proposal strand	2023/24	2024/25	2025/26	TOTAL
TOTAL	£650,000			£650,000
% Net Budget				
	General Fund	HRA	DSG	Health

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Does proposal impact on:	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
No reductions commissioned versus actual hours delivered.				
Are there any specific legal implications?				
No. The requirements to use ECM is within the contract. These changes follow what is already used nationally in may local authorities.				
Is public consultation required (formal/statutory)?			No	

5. Impact & Outcomes

What is the likely impact of the proposed changes?				
Service Users				
The implementation of ECM will ensure that the three lead providers are paid based on actuals rather than planned.				
Staff				
Staff will need to tap in and tap out at each visit. Providers will need to maintain and continue to remind staff to do this.				
Other Council Services				
n/a				
Partners				
n/a				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium Positive	Low (Positive / Negative)	Neutral
Age				No Impact
Disability		Service users will be charged accurately.		
Ethnicity				No Impact
Gender				No Impact
Gender reassignment				No Impact
Marriage and civil partnerships				No Impact
Pregnancy and maternity				No Impact
Religion and belief				No Impact
Sexual orientation				No Impact
Socio-economic inequality				No Impact

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Is a full EAA required?		No		
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High Positive	Medium (Positive / Negative)	Low / Negative	Neutral
Open Lewisham				No Impact
Tackling the Housing crisis				No Impact
Giving children and young people the best start in life				No Impact
Building an inclusive local economy				No Impact
Delivering and defending: health, social care & support	Improved resource management.			
Making Lewisham greener				No Impact
Building safer communities				No Impact
Good governance and operational effectiveness	Accurate charging and payment information.			

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Re-procurement of contract	Tristan Brice	April 2023
Planning	Ensure call monitoring can be analysed	Tristan Brice	April 2023
Implementation	Wellbeing model implementation	Tristan Brice	April 2023
Review	Implementation post-mortem	Joan Hutton / Kenneth Gregory	December 2023

1. Proposal Overview	
Proposal title:	Delegation of budgets to Operation Manager
Reference:	COM_SAV_02_Delegated-Care-Budgets
Lead officer:	Joan Hutton
Ward/s affected	All Wards
Cabinet portfolio	Health and Adult Social Care
Scrutiny committee/s	

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

3. Contextual Information
Which service area/s are in the scope of the cuts proposal?
<p>Over the past 3 years Adult social Care has developed rigorous monitoring arrangements for budget management which is monitored weekly at Departmental Management Team and Bi- monthly by the Adult Social Care recovery board.</p> <p>The Empowering Lewisham programme has focused on embedding a strength- based culture to practice. Performance improvements have been achieved with:</p> <ul style="list-style-type: none"> • The management of demand from both the community and hospital pathways • As a result of effective decision making, reductions in the number of people placed in a care home setting. • Effective use of short-term interventions that promote independence by reducing or delaying the need for long term care <p>This proposal further strengthens the oversight of both performance and the use of resources by frontline managers. As they will use budget information to influence effective decision making.</p> <p>This will add to the rigour of performance and budget management and allow them to consider the resources available as part of their oversight of team performance and decisions made to meet eligible needs and outcomes for residents.</p>

What is the controllable budget of the service area/s?			
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	120,500	-57,100	63,400
HRA			
DSG			
Health			
TOTAL	120,500	-57,100	63,400

What is the staffing profile of the service area/s?			
Grades	FTE	Vacant Posts	

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

4. Cuts Proposal

What changes are proposed to the service area/s?

Adult Social Care Supports approximately 3200 adults at any one time. Budgets are currently monitored by Heads of Service along with finance to ensure good budget management.

We are proposing to introduce delegated budgets from Heads of Service to include Operational Managers (OM's). This will create good financial accountability and effective resource management throughout the process.

This will be introduced with appropriate training and support in place for the OM's.

Other LAs (local authorities) who have implemented this approach have seen more effective budget management that has contributed towards a reduction in overall spend.

Are there any specific staffing implications?

N

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

Proposal strand	2023/24	2024/25	2025/26	TOTAL
	100k	300k		400k
TOTAL				
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N

If yes, please describe impact:

This approach will contribute to better use of resources.

What are the potential delivery risks and mitigation?

There is the potential that individual managers may feel “risk averse” so we will continue to have panels in place to ensure that eligible needs are met and that consistent decisions are made on an individual basis taking account of the presenting concerns, assessed needs and how these can be met within the reduced budget.

Are there any specific legal implications?

To be completed with Legal input.

Is public consultation required (formal/statutory)?

N

5. Impact & Outcomes				
What is the likely impact of the proposed changes?				
Service Users				
Eligible needs will be met in accordance with Care Act legislation which allows for decisions to be made by taking into consideration resources available. This may impact adversely on service user choice.				
Staff				
Budget management support will be in place for the Front-line Managers				
Other Council Services				
Financial services will be required to support this proposal by extending budget management training to the LOMs				
Partners				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium Negative	Low Negative	Neutral
Age				No Impact
Disability			Individual choice may not be met	
Ethnicity				No Impact
Gender				No Impact
Gender reassignment				No Impact
Marriage and civil partnerships				No Impact
Pregnancy and maternity				No Impact
Religion and belief				No Impact
Sexual orientation				No Impact
Socio-economic inequality				No Impact
Is a full EAA required?			No	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High Positive	Medium (Positive / Negative)	Low Negative	Neutral
Open Lewisham				No Impact

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Tackling the Housing crisis				No Impact
Giving children and young people the best start in life				No Impact
Building an inclusive local economy				No Impact
Delivering and defending: health, social care & support	Improved resource management			
Making Lewisham greener				No Impact
Building safer communities				No Impact
Good governance and operational effectiveness	Improved resource management			

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Agree Budgets based on teams	Finance/ Joan Hutton	October 22
Planning	Set up Training Agree monitoring Make Changes to IT Systems	Finance/Mary Farinha	December 22 - onwards
Implementation	Agree budgets with Operational Managers	Joan Hutton	May 23
Review	Monitor reviews and outcomes	Heads of Service	April 23 - ongoing

1. Proposal Overview	
Proposal title:	Reassessment of Care Plans for all 18-65 year olds (non LD)
Reference:	COM_SAV_03_Care-Plan-Reassessment
Lead officer:	Joan Hutton
Ward/s affected	All Wards
Cabinet portfolio	Health and Adult Social Care
Scrutiny committee/s	

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

3. Contextual Information

Which service area/s are in the scope of the cuts proposal?

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Adult Social Care has approximately 740 adults between the ages of 18-65 who are in receipt of care and support to meet their Care Act eligible needs. (This figure excludes adults with a Learning Disability).

Expenditure on this cohort is c£10m per year and is ranked as the second highest in London from data provided on finance returns. This data also indicates that Placement costs for working age adults with Physical Disabilities are higher than our neighbours.

The intention is therefore to align expenditure with bench marking intelligence, the following processes will be applied to both improve the management of demand and to reduce the costs associated with care and support services that are already in place for individuals. This approach will contribute towards the achievement of savings for 23/24 by:

- Strengthening partnership and multi-disciplinary working to ensure there is appropriate support to both Care homes and to people living at home when managing complex behaviours that are challenging, by reducing safely and appropriately, the need for 1-1 additional staffing support that is often requested by providers.
- Continued use of the Care Cubed tool to understand the detail of costs and to negotiate fees. (This tool is used to calculate the fair cost of care with providers and is widely used across other local authorities).
- Ensuring a strength-based approach is used in accordance with Care Act requirements, thereby focusing on and maintaining independence and what a person can do, as well as what they may need support with.
- by offering the most cost-effective options to meet eligible needs, such as Direct payments where appropriate.
- Continuing to undertake a systematic reassessment process that, builds on individual and community strengths, reduces appropriately the need for commissioned support and any enhanced support that may have been needed to deal with a crisis.

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This approach is Care Act compliant and builds on similar processes used over the last 2 years to manage demand and to ensure that support plans are value for money and reflect assessed eligible needs.

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

Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	120,500	-57,100	63,400
HRA			
DSG			
Health			
TOTAL	120,500	-57,100	63,400

4. Cuts Proposal

What changes are proposed to the service area/s?

In accordance with Care Act requirements, we propose the continuation of the programme to re-assess all the adults in this cohort to ensure that the current level of care provided maximises independence, is proportionate and meets identified eligible needs.

There are a considerable number of individuals who will have health care needs. This process will allow the opportunity to ensure that we are funding care legally and that there are negotiations in place if thresholds for health funding are met.

We will continue using the Care Cubed tool to negotiate placements fees, which for this cohort of adults, is much higher than for older adults.

We will further embed the approach developed with practitioners and partners from the Empowering Lewisham work streams so that the learning from this is sustainable across all client groups who are in receipt of support.

Are there any specific staffing implications?

No

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

Proposal strand	2023/24	2024/25	2025/26	TOTAL
	1.000			1.000
TOTAL	1.000			1.000
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	Y	Y/N	Y

If yes, please describe impact:

This should reduce costs.

What are the potential delivery risks and mitigation?

The delivery of this proposal must comply with legislative requirements for ASC. The impact of these initiatives will reduce the number of people in receipt of long-term care and potentially the levels of care provided.

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Requests to seek NHS funding may be viewed as “cost-shunting”. However, there is a national transparent and collaborative process in place with ICB colleagues for the purpose of negotiating who pays for what. This will ensure the council does not commission services beyond our legal limits.

Where appropriate, Direct Payments will be used creatively to meet needs and empower individuals to work within a reduced cash envelope, this may mitigate any limitations on choice. (The reduction to expenditure is achieved as the DP unit rate is lower than commissioned services).

All re-assessments will follow the guidance within the Care Act 2014. However, there may be an increase to the levels of complaints received if choices and preferences regarding support offered are not realised. (For example, the person may want 4 calls a day but assessed eligible needs suggest 3 calls will be suffice).

Are there any specific legal implications?

To be completed with Legal input.

Is public consultation required (formal/statutory)?

No

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

The aim of this proposal is to promote independence in accordance with the Care Act legislation. Some Service Users are likely to receive less support from Social Care as the approach will optimise access to community and personal resources.

Care may be delivered differently; Direct payment offers may lead to changes in care staff. Equally, creative care planning may also help create new social networks and access to more universal provisions.

There may be a need to meet housing needs within the community as an alternative to long term accommodation that may have been provided during a crisis.

Staff

No impact on staff as re-assessing cases is a primary task and is part of statutory requirements.

Other Council Services

There will potentially be a need for accessible housing so that people can live within the community.

There may be an ask for universal services such as libraries and leisure to develop creative solutions that will provide access to facilities or services in the local community.

Partners

The programme of reassessments will require work with partners, such as, GP's, District Nurses, community therapy teams and housing to work individuals to improve their independence and wellbeing.

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There is likely to be an increase of referrals to the NHS for Joint funding or fully funded Continuing health care if national thresholds are met.				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High Positive	Medium Positive	Low Negative	Neutral
Age		Positive, as the Working age adults in receipt of care and support will be engaged in discussion about how their needs are met.		
Disability		As above		
Ethnicity				No Impact
Gender				No Impact
Gender reassignment				No Impact
Marriage and civil partnerships				No Impact
Pregnancy and maternity				No Impact
Religion and belief				No Impact
Sexual orientation				No Impact
Socio-economic inequality				No Impact
Is a full EAA required?			No	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive	Medium (Positive / Negative)	Low(Positive	Neutral
Open Lewisham				No Impact
Tackling the Housing crisis				No Impact
Giving children and young people the best start in life			Young Carers needs will be considered as part of the assessment process if they are caring for a working age parent	
Building an inclusive local economy				No Impact

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Delivering and defending: health, social care & support	Assessed needs will be met in accordance with legislation requirements.			
Making Lewisham greener				No Impact
Building safer communities	Any safeguarding concerns will be considered as part of the process.			
Good governance and operational effectiveness	Support plans will consider both health and social care needs.			

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	N/A		
Planning	Agree Cohort	Mary Farinha	September 22
Implementation	Agree Reassessments plans with Teams	Joan Hutton	October 22
Review	Monitor reviews and outcomes	Kate Pottinger	October 22 – until all re-assessments completed

1. Proposal Overview	
Proposal title:	Empowering Lewisham
Reference:	COM_SAV_04_Empowering-Lewisham
Lead officer:	Joan Hutton / Kenneth Gregory
Ward/s affected	All wards
Cabinet portfolio	Health and Adult Social Care
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
This will have impact the homecare budget that sits with the ASC division. Currently the service is delivered by three main lead providers and a few smaller ones.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	120,500	-57,100	63,400	
HRA				
DSG				
Health				
TOTAL	120,500	-57,100	63,400	
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	N/A			
Scale 6 – SO2	N/A			
PO1 – PO5	N/A			
PO6 – PO8	N/A			
SMG1 – SMG3	N/A			
JNC	N/A			

4. Cuts Proposal
What changes are proposed to the service area/s?
Implementing Empowering Lewisham Programme which focuses on design and implementation of new ways of working and service configurations based upon quantified opportunities. These sustainable financial opportunities within Adult Social Care are to realise a target for annual ongoing savings of £8.6m, with a stretch target of £12m. Summary table below provides further detail on various workstreams and savings each one should be delivering.

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		Lewisham	
Area	Summary of Opportunity	Lower Bound	Upper Bound
Decision Making OA	<ul style="list-style-type: none"> Better decision making at reviews and assessments to ensure settings and packages of care accurately reflect tierings and level of need Target reduced areas of spend: OA Residential, Nursing, Home care 	£1.6 *	£1.9m *
AWLD – Moving On	<ul style="list-style-type: none"> Supporting more young adults in a more independent setting outside of Residential care and supported living by identifying and supporting people to move settings Target reduced areas of spend: AWLD/transitions Residential care & Supported Living 	£2.5	£3.7m
Enablement	<ul style="list-style-type: none"> Goals driven independence support for those in the community and being discharged from acutes settings to enable long term independence Target reduced areas of spend: OA Home care 	£3.9	£4.3m
Progression	<ul style="list-style-type: none"> Better matching support to needs using a strength based approach focusing on independence and by reducing the need for formal support over time Target reduced areas of spend: AWLD/transitions Home Care & Supported Living 	£0.6	£1.5m
<p>* The acute homecare opportunity is realised through the utilisation of additional enablement, therefore the current target would double count the benefit. As such, we expect –goal to be delivered through achieving stretch+ performance in an/each combination of Residential starts opportunity, and enablement.</p>		£8.6m	£11.5m

£4.3m was taken as a saving in FY 2021/22 and 2022/23 from the ASC budget. By FY 2024/25 the programme should deliver £7.5m and the gap of £1.1m will be delivered in future years. Expected early delivery should enable £1m to be delivered in 23/24 and another £1m in 24/25

Financial Year	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	Total
Diagnostic	£13,387	£1,372,047	£3,565,750	£2,145,926	£848,613	£538,548	£140,717	£16,501	£8,641,488
Current savings profile	£357	£925,122	£4,102,575	£2,513,376	£950,195	£149,863	£0	£0	£8,641,488
Difference	-£13,030	-£446,925	£536,826	£367,450	£101,582	-£388,685	-£140,717	-£16,501	£0

Are there any specific staffing implications?

No

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

Proposal strand	2023/24	2024/25	2025/26	TOTAL
	£1m	£1m	0	£2m
TOTAL	£1m	£1m	0	£2m
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Yes	No	No	No

If yes, please describe impact:

What are the potential delivery risks and mitigation?

Reductions to expenditure are dependent on having sufficient and experienced workforce capacity to undertake the assessments required and to deliver the levels of short-term intervention, such as Enablement, that reduces or delays the costs of longer- term care.

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<p>Also, to have sufficient in borough facilities that reduce the need for more expensive out of borough placements, particularly for young people with a learning disability, who are transitioning to adult services.</p> <p>To mitigate these risks, weekly monitoring of the metrics associated with the workstreams are in place.</p> <p>Escalation governance is established to trouble shoot any barriers that will have a negative impact on progress.</p> <p>New social care reforms such as the Fair cost of care and increases to utility costs may impact on increasing costs of care provision going forward. There is uncertainty as to how much of these increases will be covered by Government funding.</p>	
<p>Are there any specific legal implications?</p>	
<p>To be completed with Legal input.</p>	
<p>Is public consultation required (formal/statutory)?</p>	<p>No</p>

5. Impact & Outcomes				
What is the likely impact of the proposed changes?				
Service Users				
<p>The programme will have a positive impact on outcomes for service users, as it will ensure they are receiving the right level of support. The workstreams in place have a focus on Enablement, Strength based practice, multi-disciplinary working, Support planning that promotes independence and progression for people with a Learning disability or for young people transitioning to adulthood.</p>				
Staff				
<p>The approach has provided learning & development opportunities for staff as they undertake their respective roles and has strengthened multi-disciplinary approaches.</p>				
Other Council Services				
<p>There may be a need for more accessible housing options. A forum has been established to deal with any housing referrals.</p>				
Partners				
<p>The work engages a range of partners from across the health, social care, Mental health, and the voluntary sector as it requires a collaborative approach when supporting individuals.</p>				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High Positive	Medium (Positive)	Low/ Positive Negative	Neutral
Age				No Impact
Disability			Positive. As approach promotes Increased	

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			Independence. However, there could be an increased risk of complaints if provision is changed or reduced.	
Ethnicity				No Impact
Gender				No Impact
Gender reassignment				No Impact
Marriage and civil partnerships				No Impact
Pregnancy and maternity				No Impact
Religion and belief				No Impact
Sexual orientation				No Impact
Socio-economic inequality				No Impact
Is a full EAA required?			No	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High Positive /	Medium Positive	Low Positive	Neutral
Open Lewisham				No Impact
Tackling the Housing crisis			As People are supported to remain living at home	
Giving children and young people the best start in life		Young people with a disability supported with care and support as they prepare for adulthood.		
Building an inclusive local economy				No Impact
Delivering and defending: health, social care & support	The approach will ensure that health and social care response is proportionate in how it meets eligible needs			
Making Lewisham greener				No Impact
Building safer communities	Any Safeguarding concerns will be considered as			

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	part of the assessment or review process			
Good governance and operational effectiveness	Approach is in accordance with legislation. There is regular oversight of impact and any delivery risks.			

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Diagnostic to identify opportunity	Joan Hutton	FY 2021/22
Planning	Financial due diligence	Joan Hutton	FY 2022/23
Implementation	Rollout of trial to test identified opportunity	Joan Hutton / Mary Farinah	FY 2022/23
Review	Develop benefit tracking model	Andrea Benson / Abdul Kayoum	FY 2022/23

1. Proposal Overview	
Proposal title:	Realign Supported Housing Social Work activity
Reference:	COM_SAV_05_Supported-Housing-Staff
Lead officer:	Joan Hutton / Kenneth Gregory
Ward/s affected	All wards
Cabinet portfolio	Health and Adult Social Care
Scrutiny committee/s	

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

3. Contextual Information

Which service area/s are in the scope of the cuts proposal?

The post of Senior Social Worker (Supported Housing) was established as part of the SLaM community transformation programme with a primary aim of improving flow by facilitating step-down of service-users in the MH supported housing pathway from CMHTs to Primary Care.

The key responsibilities include:

- maintaining regular contact with supported housing providers and attending housing forums
- carrying out follow-up visits for discharged service-users
- undertaking safeguarding work
- undertaking crisis reviews and facilitating rapid transfer back to CMHTs where required
- supporting move-on to general needs housing safeguarding
- currently undertaking s.117 reviews for people discharged from CMHTs with a view to discharge

The post was established in April 2021. There is little evidence that the role has met its intended goal of increased stepdown due to low demand. The functions of the post could be re-allocated with minimal impact on services.

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

Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	120,500	-57,100	63,400
HRA			
DSG			
Health			
TOTAL	120,500	-57,100	63,400

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

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

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PO1 – PO5	1	1		
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal				
What changes are proposed to the service area/s?				
It is proposed that this post is taken out of the establishment. It is not a statutory duty/requirement and could be deleted with minimal impact on the community.				
Are there any specific staffing implications?			Y	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
TOTAL	£55,000			£55,000
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:	Savings			
What are the potential delivery risks and mitigation?				
<p>Potential for constructive dismissal/disability discrimination claim by postholder</p> <ul style="list-style-type: none"> • Business case based on outcomes data • Adhere to policy at all times and manage employee relation issues in partnership with HR 				
Are there any specific legal implications?				
HR consultation procedures will be followed.				
Is public consultation required (formal/statutory)?			No	

5. Impact & Outcomes	
What is the likely impact of the proposed changes?	
Service Users	
<p>Potential negative impact</p> <ul style="list-style-type: none"> • Service-users will not have a dedicated worker to help facilitate step-down and to pick up social care duties such a safeguarding. <p>As set out above these functions could be met by others with minimal impact on service delivery.</p> <ul style="list-style-type: none"> • 	
Staff	

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Redeployment to another suitable social work role within the Adult Social Care Division				
Other Council Services				
Functions can be re-distributed to other Council staff within the integrated AMH service – no wider impact of Council services.				
Partners				
The role is embedded within the SLaM community transformation model.				
Are there any specific equalities implications? Please provide a response for each protected characteristic/equalities consideration, even if the impact is neutral.				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Negative)	Neutral
Age				X
Disability				
Ethnicity				
Gender				X
Gender reassignment				x
Marriage and civil partnerships				X
Pregnancy and maternity				X
Religion and belief				X
Sexual orientation				X
Socio-economic inequality				X
Is a full EAA required?			Y/N (with Corporate Policy input)	
How do the proposed changes align with the Council's Corporate Strategy? Please provide a response for each corporate priority, even if the impact is neutral.				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				No impact
Tackling the Housing crisis				No impact – move-on can be supported by other team members
Giving children and young people the best start in life				No impact

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Building an inclusive local economy				No impact
Delivering and defending: health, social care & support				No impact – CMHT discharge/Care Act interventions can be supported by other team members
Making Lewisham greener				No impact
Building safer communities				No impact
Good governance and operational effectiveness				No impact

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	<ul style="list-style-type: none"> Evaluation of outcomes data on discharge from CMHTs since 2020 	Evelyn Semple	September 2022
Planning	<ul style="list-style-type: none"> Staff consultation Consultation with SLaM partners 	Evelyn Semple	October – December 2022
Implementation	<ul style="list-style-type: none"> 	Evelyn Semple	January - March 2023
Review			

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1. Proposal Overview	
Proposal title:	Reduction in MH Home Care Panel budget
Reference:	COM_SAV_06_Mental-Health-Homecare
Lead officer:	Joan Hutton / Kenneth Gregory
Ward/s affected	All wards
Cabinet portfolio	Health and Adult Social Care
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>The adult mental health home care panel agrees packages of care for Lewisham residents open to working age SLaM services to enable them to live more independently in their homes.</p> <p>The panel authorises and scrutinises applications for packages of care and reviews to ensure Care Act assessments are strengths-based, access to cost-neutral universal services has been optimised, and the right level of package is in place for the individual.</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	120,500	-57,100	63,400	
HRA				
DSG				
Health				
TOTAL	120,500	-57,100	63,400	
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	N/A			
Scale 6 – SO2	N/A			
PO1 – PO5	N/A			
PO6 – PO8	N/A			
SMG1 – SMG3	N/A			
JNC	N/A			

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

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<ul style="list-style-type: none"> The panel is responsible for ensuring that the right level packages of care in place, and that regular reviews are in place for individuals. A savings target of £50K had been put in place for 2022/23 and is on track to deliver these savings. It is projected - on the basis of current demand - that with ongoing work to embed strengths-based assessments and robust reviews to eliminate over-provision an additional £50K could be saved from this budget during 2023/24. 				
Are there any specific staffing implications?			No	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
TOTAL	£50k			£50k
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<p>Risk is that these savings will not be realised as a result of increased demand (number and/or complexity of need) for people requiring packages of care.</p> <ul style="list-style-type: none"> This will be mitigated by ensuring regular reviews of people receiving packages of care take place. <p>Risk that robust scrutiny of assessments and reviews may lead to under-provision of services</p> <ul style="list-style-type: none"> This will be mitigated by closer working with providers ensuring rapid review where there is an identified need for increased service provision 				
Are there any specific legal implications?				
None				
Is public consultation required (formal/statutory)?			No	

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

- Service users will receive packages of care that are tailored to their needs, promote independence and minimise dependence on service
- Service-users will be financially assessed and liable to contribute to the cost of services not eligible for funding under S117

Staff

- Council staff will be subject to robust scrutiny of assessments and reviews required to clearly evidence need and eligibility
- Council staff will be required to undertake more regular reviews

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Other Council Services				
<ul style="list-style-type: none"> Eligible WAMH service-users will be able to access Enablement Service to minimise future need 				
Partners				
<ul style="list-style-type: none"> SLaM staff will be subject to robust scrutiny of assessments and reviews required to clearly evidence need and eligibility SLaM staff will be required to undertake more regular reviews 				
Are there any specific equalities implications? Please provide a response for each protected characteristic/equalities consideration, even if the impact is neutral.				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				No impact
Disability			Positive – increased independence Negative – increased risk of negative outcomes linked to reduced provision	
Ethnicity				No impact
Gender				No impact
Gender reassignment				No impact
Marriage and civil partnerships				No impact
Pregnancy and maternity				No impact
Religion and belief				No impact
Sexual orientation				No impact
Socio-economic inequality			Negative – increased charging for services	
Is a full EAA required?			N (with Corporate Policy input)	
How do the proposed changes align with the Council's Corporate Strategy? Please provide a response for each corporate priority, even if the impact is neutral.				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				No impact
Tackling the Housing crisis			Positive – supporting residents to remain in their homes	
Giving children and young people the best start in life				No impact

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Building an inclusive local economy				No impact
Delivering and defending: health, social care & support			Positive – enhanced quality of assessments	
Making Lewisham greener				No impact
Building safer communities				No impact
Good governance and operational effectiveness		Positive – enhanced accountability through performance monitoring		

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	<ul style="list-style-type: none"> All home care packages of care logged onto LAS 	Evelyn Semple	August 2022
Planning	<ul style="list-style-type: none"> Reviews are in place scheduled throughout the year Review of panel processes 	Evelyn Semple	December 2022
Implementation	<ul style="list-style-type: none"> Ensure changes to packages of care are notified to ACT Ensure reviews take place 	Evelyn Semple	April 2023
Review	<ul style="list-style-type: none"> Review on a 6 monthly basis 	Evelyn Semple	October 2023

1. Proposal Overview	
Proposal title:	NHS Health Checks
Reference:	COM_SAV_09
Lead officer:	Catherine Mbema, Director of Public Health
Ward/s affected	All wards
Cabinet portfolio	Health and social care
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>NHS Health Check programme is provided through the GP federation. The service follows the NHS model and screens the Lewisham registered population aged over 40 years to identify early any long term conditions such as diabetes or kidney disease.</p> <p>The current provider works with GP's in Lewisham and undertake the health checks on behalf of GP's. No staff are impacted by the proposed cuts as it is more efficient and cost effective than the provider paying GP's to perform health checks.</p> <p>The current provider, when negotiating the extension of this contract for 2021/22, proposed a model to officers which included a greater proportion of direct delivery of healthchecks by the federation, which allowed a small saving for delivery at the same overall level and more reliably given the challenge in GP services' recovery after COVID. This is the saving being presented</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund				
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal				
What changes are proposed to the service area/s?				
<p>The NHS health checks service is currently being re-procured with a smaller financial envelope, which could impact on the number of health checks undertaken and earlier diagnoses of acute/chronic illnesses.</p> <p>No staff are impacted from the proposed cuts as the current provider submitted two options as part of the authorised extension and are able to deliver the current provisions at approximately £300,000 as they are able to deliver health checks at a lower cost than GP's.</p>				
Are there any specific staffing implications?			Y/N (with HR input)	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
NHS Health Checks	15,000			
TOTAL	15,000			
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y/N	Y/N	Y/N	Y/N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<p>The public health grant is already under considerable pressure managing the unknown NHS pay uplifts for a number of contracts and meeting gaps in funding for initiatives where national contributions have been withdrawn.</p> <p>Risks associated with taking underspends from the budgets above are not catastrophic, but relate to the opportunity costs of not taking forward activities in each of the areas identified above. This includes (but is not limited to):</p> <ul style="list-style-type: none"> • Failing to improve the provision of services • Increasing demand on additional service areas i.e. wider sexual health services • Not providing ethnically sensitive interventions • Continued increases in the inequalities found between the worst and best off in the borough. • Damaging relationships with partners by withdrawing funding for services • Redundancies and impacts on employment of local residents 				
Are there any specific legal implications?				
<p>The Health and Social Care Act 2012 (“the Act”) introduced changes by way of a series of amendments to the National Health Service Act 2006. The Act gives local authorities a duty to take such steps as it considers appropriate to improve the health of the people in its area. In general terms, the Act confers on local authorities the function of improving public health and gives local authorities considerable scope to determine what actions it will take in pursuit of that general function.</p> <p>Secondary legislative provision, such as the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013 require local authorities to provide certain public health services. The public health services which local authorities must provide are:</p> <ul style="list-style-type: none"> • National Child Measurement Programme • Health checks 				

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• Open access sexual health services	
• Public health advice service to Clinical Commissioning Groups	
Is public consultation required (formal/statutory)?	N

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

Reduction in availability/amount of health checks offered: could exacerbate health inequalities especially residents of non-white heritage and/or those of high risk:

- Lewisham has high premature mortality rates from circulatory diseases compared with London and England and cardiovascular disease (CVD) is a major contributor to the life expectancy gap between Lewisham and England. However, Lewisham has low levels of detected disease.
- Reductions to this programme could impact equity of access across the borough, and improve the reach of the programme and negatively affect outcomes particularly for those at highest risk of heart disease, which includes those from lower socio-economic groups and some Black and Minority Ethnic communities

Staff

No impact

Other Council Services

No impact

Partners

No impact

Are there any specific equalities implications?

Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age		Negative implications		
Disability			Negative implications	
Ethnicity		Negative implications		
Gender				X
Gender reassignment				X
Marriage and civil partnerships				X
Pregnancy and maternity			Negative implications	
Religion and belief				X

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Sexual orientation		Negative implications		
Socio-economic inequality		Negative implications		
Is a full EAA required?			Y/N (with Corporate Policy input)	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham	Negative implications (access to services will be hampered)			
Tackling the Housing crisis				x
Giving children and young people the best start in life				x
Building an inclusive local economy			Negative impact (many of our services employ local residents)	
Delivering and defending: health, social care & support		Negative impact (all cuts to the PH budget will impact on the health of the population long term)		
Making Lewisham greener				x
Building safer communities				x
Good governance and operational effectiveness				x

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	N/A		
Planning	N/A		
Implementation	Procurement of NHS Health Checks programme	Catherine Mbema/Iain McDiarmid	November 2022 – January 2023

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Review	Quarterly contract monitoring with provider	Catherine Mbema/Iain McDiarmid	Ongoing
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Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

1. Proposal Overview	
Proposal title:	Sexual and Reproductive Health Services in Primary Care
Reference:	COM_SAV_10
Lead officer:	Catherine Mbema, Director of Public Health
Ward/s affected	All wards
Cabinet portfolio	Health and Social Care
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>Sexual and reproductive health in primary care is currently provided by a combination of GPs, practice nurses and pharmacists. They offer a range of contraceptive advice and interventions including long acting reversible contraception, condoms and pregnancy tests.</p> <p>Sexual and Reproductive Health Services in Primary Care includes free condoms and pregnancy tests, HIV testing in GP surgeries, GP Long-Acting Reversible Contraception service at Pharmacy Emergency Hormonal Contraception and quick start on the Pill.</p> <p>The proposed cuts will not impact a commissioned service.</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund				
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

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

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This proposal is to reduce the Sexual and Reproductive Health (SRH) Service budget by £46,000.

The strategic aim for sexual health services in primary care is to increase and improve access to contraception in primary care. The post pandemic recovery has been slow and this has led to a small underspend in the budget.

To encourage growth, budget had been set aside to support 2 champion roles – a GP and a practice nurse. These have not been appointed to and so would be added to the savings contribution for sexual health.

Lewisham would continue to fund existing levels of GP LARC activity and continue to work with all women across Lewisham to ensure they feel able to access LARC through their GP within their Primary Care Network. We would also seek to increase LARC activity but overall activity across SRH services in Primary Care would be limited to the new reduced budget.

The proposed cut of £30,000 is from a current underspend position rather than an existing services and the proposed £16,000 is from a proposed work stream to improve SRH delivery in Primary Care. Whilst there is an opportunity cost in the reduction in any service budget, it will not result in a reduction in the current offer.

Are there any specific staffing implications? Y/N (with HR input)

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

Proposal strand	2023/24	2024/25	2025/26	TOTAL
Primary care sexual health underspend	30,000			
GP champion	10,000			
Practice nurse champion	6,000			
TOTAL	46,000			
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y/N	Y/N	Y/N	Y/N
If yes, please describe impact:				

What are the potential delivery risks and mitigation?

Risks

The public health grant is already under considerable pressure managing the unknown NHS pay uplifts for a number of contracts and meeting gaps in funding for initiatives where national contributions have been withdrawn.

Risks associated with taking underspends from the budgets above are not catastrophic, but relate to the opportunity costs of not taking forward activities to help improve service delivery. Reducing budgets makes it difficult to permit innovation in service delivery, which is where future cost savings would be realised. This includes (but is not limited to):

- Failing to improve the provision of services
- Increasing demand on additional service areas i.e. wider sexual health services
- Not providing ethnically sensitive interventions
- Continued increases in the inequalities found between the worst and best off in the borough.

<ul style="list-style-type: none"> • Damaging relationships with partners by withdrawing funding for services • Redundancies and impacts on employment of local residents <p>Mitigation</p> <ul style="list-style-type: none"> • Sexual Health in Primary Care training for GP and pharmacy to improve awareness and signposting to existing services • PCN or GP Federation pilot to increased LARC availability • Focussed work by the BAME Health Inequalities Working Group and SH Health Promotion Partnership to reduce inequalities in access, treatment and outcomes for people of Black ethnicity. 	
Are there any specific legal implications?	
<p>The Health and Social Care Act 2012 (“the Act”) introduced changes by way of a series of amendments to the National Health Service Act 2006. The Act gives local authorities a duty to take such steps as it considers appropriate to improve the health of the people in its area. In general terms, the Act confers on local authorities the function of improving public health and gives local authorities considerable scope to determine what actions it will take in pursuit of that general function.</p> <p>Secondary legislative provision, such as the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013 require local authorities to provide certain public health services. The public health services which local authorities must provide are:</p> <ul style="list-style-type: none"> • National Child Measurement Programme • Health checks • Open access sexual health services • Public health advice service to Clinical Commissioning Groups 	
Is public consultation required (formal/statutory)?	N

5. Impact & Outcomes

What is the likely impact of the proposed changes?	
Service Users	
<p>LARC prescribing data is a key indicator on the Public Health England Sexual and Reproductive Health national dashboard. Borough-level performance data is publically available.</p> <p>Reduction in availability of LARC may exacerbate unmet contraceptive need and widen BAME reproductive health inequalities:</p> <ul style="list-style-type: none"> • LARC prescribing in Lewisham is lower than the national average and as seen little improvement in the last four years. (46.8 vs 49.5 prescriptions per 1000. PHE 2018) NICE Guidance states that women should have a choice of all contraceptive methods including LARC methods. The 2019 LSL Contraceptive Needs Assessment highlighted a need to increase LARC prescribing in Lewisham in order to comply with NICE guidelines. • Use of Emergency Hormonal Contraception (EHC – “the morning after pill”) in Lewisham exceeds both the national and London average, as do rates of abortion. One third of abortions in LSL are subsequent abortions. 87.6% of women prescribed EHC have used it before. This data provides strong evidence of unmet contraceptive need in Lewisham. 	

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<ul style="list-style-type: none"> Women of Black ethnicity are the highest users of both EHC and termination services in Lewisham, suggesting particular unmet contraceptive needs in this population. 				
Staff				
No impact				
Other Council Services				
No impact				
Partners				
No impact				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age		Negative implications		
Disability			Negative implications	
Ethnicity		Negative implications		
Gender				X
Gender reassignment				X
Marriage and civil partnerships				X
Pregnancy and maternity			Negative implications	
Religion and belief				X
Sexual orientation		Negative implications		
Socio-economic inequality		Negative implications		
Is a full EAA required?			Y/N (with Corporate Policy input)	
How do the proposed changes align with the Council's Corporate Strategy				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham	Negative implications (access to services will be hampered)			
Tackling the Housing crisis				x

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Giving children and young people the best start in life			Negative impact	
Building an inclusive local economy			Negative impact (many of our services employ local residents)	
Delivering and defending: health, social care & support		Negative impact (all cuts to the PH budget will impact on the health of the population long term)		
Making Lewisham greener				x
Building safer communities				x
Good governance and operational effectiveness				x

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

1. Proposal Overview	
Proposal title:	PH Weight management savings
Reference:	COM_SAV_11
Lead officer:	Catherine Mbema, Director of Public Health
Ward/s affected	All wards
Cabinet portfolio	Health and Social Care
Scrutiny committee/s	

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

3. Contextual Information
Which service area/s are in the scope of the cuts proposal?
<p>LBL contracts a number of providers to offer a range of weight management services. This includes:</p> <ul style="list-style-type: none"> • Universal Tier 2 Weight Management services delivered by WW and slimming world for those in risk groups • a contribution to the NHS for a tier 3 weight management service delivered as part of the ICS commissioned dietetics service. • A targeted pilot offer to residents from Black African and Caribbean who are unrepresented in the universal offer <p>Tier 3 weight management services are the responsibility of integrated care systems. This cut comes from the withdrawal of the Council's contribution to the community dietetics service for the provision of tier 3 weight management.</p> <p>No staff are impacted the proposed cuts as the proposal is form an identified underspend position from the PH contribution.</p>

What is the controllable budget of the service area/s?			
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund			
HRA			
DSG			
Health			
TOTAL			

What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal				
What changes are proposed to the service area/s?				
<p>This proposal is to reduce the PH weight management programme budget by £13,000.</p> <p>In regards to Tier 3 weight management, the reduction in funds will result in a reduction of Lewisham' contribution to the borough's dietetics service run by the ICS.</p> <p>The proposed cuts are from an underspend position.</p>				
Are there any specific staffing implications?			Y/N (with HR input)	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Weight management	13,000			
TOTAL	13,000			
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y/N	Y/N	Y/N	Y/N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
Risks				
<p>The public health grant is already under considerable pressure managing the unknown NHS pay uplifts for a number of contracts and meeting gaps in funding for initiatives where national contributions have been withdrawn.</p> <p>Risks associated with taking underspends from the budgets above are not catastrophic, but relate to the opportunity costs of not taking forward activities to help improve service delivery. Reducing budgets makes it difficult to permit innovation in service delivery, which is where future cost savings would be realised. This includes (but is not limited to):</p> <ul style="list-style-type: none"> • Failing to improve the provision of services • Increasing demand on additional service areas i.e. wider sexual health services • Not providing ethnically sensitive interventions • Continued increases in the inequalities found between the worst and best off in the borough. • Damaging relationships with partners by withdrawing funding for services • Redundancies and impacts on employment of local residents 				
Are there any specific legal implications?				
<p>The Health and Social Care Act 2012 ("the Act") introduced changes by way of a series of amendments to the National Health Service Act 2006. The Act gives local authorities a duty to take such steps as it considers appropriate to improve the health of the people in its area. In general terms, the Act confers on local authorities the function of improving public health and gives local authorities considerable scope to determine what actions it will take in pursuit of that general function.</p> <p>Secondary legislative provision, such as the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013 require local authorities to provide certain public health services. The public health services which local authorities must provide are:</p> <ul style="list-style-type: none"> • National Child Measurement Programme • Health checks 				

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

<ul style="list-style-type: none"> • Open access sexual health services • Public health advice service to Clinical Commissioning Groups 	
Is public consultation required (formal/statutory)?	N

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

Reduction in availability of the service provision/support offered: could exacerbate health inequalities especially residents of lower socio-economic backgrounds and/or those of high risk.

- Lewisham has high premature mortality rates from circulatory diseases compared with London and England and cardiovascular disease (CVD) is a major contributor to the life expectancy gap between Lewisham and England. However, Lewisham has low levels of detected disease.
- The Health Profile for Lewisham 2019-20 estimates that 53.6% of Lewisham adults aged 18+) were overweight or obese .The Population Health Management Tool indicates that 51,369, or 16%, of our registered GP population are obese with a BMI over 30.

Estimates indicate that of the nursing/care homes residents comprised of 200 residential elderly frail, 80 residential elderly with dementia, 300 nursing elderly frail and 75 nursing elderly with dementia. The number of patients discharged from secondary care on ONS is approximately 960-1200 patients per year.

Staff

No impact

Other Council Services

No impact

Partners

No impact

Are there any specific equalities implications?

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

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Socio-economic inequality		Negative implications		
Is a full EAA required?			Y/N (with Corporate Policy input)	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham	Negative implications (access to services will be hampered)			
Tackling the Housing crisis				x
Giving children and young people the best start in life			Negative implications	
Building an inclusive local economy			Negative impact (many of our services employ local residents)	
Delivering and defending: health, social care & support		Negative impact (all cuts to the PH budget will impact on the health of the population long term)		
Making Lewisham greener				x
Building safer communities				x
Good governance and operational effectiveness				x

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

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

1. Proposal Overview	
Proposal title:	Non award of £2m of unfunded salary inflation
Reference:	ALL_SAV_01_Staff-Pay-Award
Lead officer:	Executive Management Team
Ward/s affected	All wards
Cabinet portfolio	Finance and Strategy
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
This proposal impacts every service in the Council with staffing budgets.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	137,208		137,208	
HRA				
DSG				
Health				
TOTAL	137,208		137,208	
What is the staffing profile of the service area/s?				
Grades	Number of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	612	556	608	
Scale 6 – SO2	585	575	agency	
PO1 – PO5	778	759	staff	
PO6 – PO8	249	248	across	
SMG1 – SMG3	104	105	the	
JNC	25	25	grades	

4. Cuts Proposal
What changes are proposed to the service area/s?
<p>The 2022/23 budget contained provision for £2.8m of salary inflation, which allowed for an award of 2% for all staff. Whilst the pay award for the majority of staff (up to SMG3 level) is not yet agreed, the current proposal is for a flat award of £2,355 per person, which equates to an average circa 6.2% increase. If agreed this will result in an additional £4.5m of budget pressure in 2023/34 – to meet the total cost of £7.3m.</p> <p>It is proposed that £2m of this inflation (1.45% of total salary budgets) is not funded in the Budget. This will require each service to absorb their proportion of this via locally determined measures, such as vacancy factors, reduced use of agency / consultancy</p>

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

support, or any other budget reduction measures as required to ensure that salary budgets are not overspent in 2023/24.				
Are there any specific staffing implications?			No	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Unfunded salary inflation	2,000	0	0	2,000
TOTAL	2,000	0	0	2,000
% Net Budget	1.45%			1.45%
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<p>The key risks are that services fail to identify and implement tangible proposals to deliver the relative proportion allocated of the £2m, leading to overspends in 2023/24.</p> <p>This will be mitigated in part through engagement with budget holders for the detailed budget loading exercise to ensure that the savings are taken from the most appropriate budgets, and which correspond to identified measures to ensure that the staffing spend remains on budget.</p>				
Are there any specific legal implications?				
No.				
Is public consultation required (formal/statutory)?			N	

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

It is not expected that this saving will result in significant changes to service delivery or impact to service users.

Staff

It is possible that there may be an impact for staff, whilst it is not intended that there be a reduction in overall staffing numbers, services may look to streamline services and thus reduce the total staffing cohort over time - e.g. through extended vacancy factors.

Other Council Services

As individual services identify and implement savings measures to ensure that they can absorb their proportion of the £2m cut it is possible that there may be impacts on the interfaces between services that will require reconciling to ensure that there is no cost shunt.

Partners

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It is not expected that a saving of circa 1.4% of the total salary budget will impact on partners.

Are there any specific equalities implications?

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

Is a full EAA required?

No

How do the proposed changes align with the Council's Corporate Strategy?

Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				X
Tackling the Housing crisis				X
Giving children and young people the best start in life				X
Building an inclusive local economy				X
Delivering and defending: health, social care & support				X
Making Lewisham greener				X
Building safer communities				X
Good governance and operational effectiveness			P	

6. Delivery Plan

Milestones	Key Steps	Lead Officer	Timescales
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Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Initiation	Proposal	Dir. of Finance	Dec 22
Planning	Setting cash limits		Mar 23
Implementation	Budget holders sign for their 23/24 budgets		Apr 23
Review	Finance monitoring		Through 23/24

DRAFT

1. Proposal Overview	
Proposal title:	Senior Management Reductions, Realignments and Restructures
Reference:	ALL_SAV_02
Lead officer:	Kim Wright
Ward/s affected	All wards
Cabinet portfolio	Health and Adult Social Care, Finance and Strategy, Environment and Climate Action, Culture and Leisure
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
The following Directorates are directly impacted by this proposal: the Chief Executives, Community Services, and Housing, Regeneration and Public Realm.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund				
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?
A review of senior management posts have been undertaken across the Directorates and the Chief Executive, Community Services, and Housing, Regeneration and Public Realm directorates have identified opportunities to reconfigure reporting lines to streamline certain services and reduce the senior management structure without affecting front line service delivery. Where possible, and where they exist, vacant posts will be deleted in the first instance in order to minimise redundancies and the associated costs. However, the risk of some redundancies cannot be ruled out. Consultation with those staff affected in the Chief Executive’s and Community Services Directorate is either just about to start or due to start

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shortly so it is not possible to list the posts confirmed for change yet as it will not conclude until later in November/December. Confirmed vacant posts identified for deletion are:				
Director of Culture , Learning and Libraries JNC3 – Community Services Head of Safeguarding & Quality, Adult Social Care SMG2 - Community Services Director of Integrated Care & Commissioning (part funded) JNC2 – Community Services Head of Strategic Transport SMG2 – Housing, Regeneration & Public Realm.				
Are there any specific staffing implications?			Y	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Senior staff reduction	500			500
TOTAL	500			500
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
A number of senior team structures and roles are being reviewed to ensure that the reasons for and impact of removing and reshaping roles is clearly understood and that service delivery can be maintained at adequate quality and assurance levels.				
Are there any specific legal implications?				
No				
Is public consultation required (formal/statutory)?			N	

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

As this is a senior management reduction there will be no direct impact on external service users or residents.

Staff

The re-organisation will be undertaken in line with current employment policies and processes, including proper and full consultation where required. If there are any redundancies, existing policies will be followed to seek redeployment opportunities for any individuals affected in the first instance.

Other Council Services

Whilst the affected roles and services do interface with other Council services, the changes are such that there will be no unintended 'shunt' of responsibility to services.

Partners

Whilst the affected roles and services do interface with some Council Partners, the changes are such that there will be no unintended 'shunt' of responsibility nor adverse impact on Partners.

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

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation			

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Planning			
Implementation			
Review			

DRAFT

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

1. Proposal Overview	
Proposal title:	Review of Elections Budget
Reference:	CEX_SAV_01
Lead officer:	Jeremy Chambers
Ward/s affected	All wards
Cabinet portfolio	Strategy & Finance
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
This is a cost saving from the Elections service budgets.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund				
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal				
What changes are proposed to the service area/s?				
A detailed and thorough analysis of previous and actual spend within the Elections service budgets has identified that a small permanent reduction in the overall budget of £50k can be made to assist in the delivery of the wider Council savings programme. This will not impact on or reduce the service or its delivery.				
Are there any specific staffing implications?			No	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL

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Budget saving	50			50
TOTAL	50			50
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
There are no risks associated with this proposal, a detailed review of spend and budget provides confidence that the £50k reduction will not affect service delivery.				
Are there any specific legal implications?				
No				
Is public consultation required (formal/statutory)?			No	

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

There will be no impact.

Staff

There will be no impact.

Other Council Services

There will be no impact.

Partners

There will be no impact.

Are there any specific equalities implications?

Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				x
Disability				x
Ethnicity				x
Gender				x
Gender reassignment				x
Marriage and civil partnerships				x

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Pregnancy and maternity				x
Religion and belief				x
Sexual orientation				x
Socio-economic inequality			Positive	
Is a full EAA required?			No	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				x
Tackling the Housing crisis				x
Giving children and young people the best start in life				x
Building an inclusive local economy				x
Delivering and defending: health, social care & support				x
Making Lewisham greener				x
Building safer communities				x
Good governance and operational effectiveness			Positive	

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

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

1. Proposal Overview	
Proposal title:	Invest in Legal Service to reduce external legal costs
Reference:	CEX_SAV_03_Legal-Invest-To-Save
Lead officer:	Jeremy Chambers
Ward/s affected	All wards
Cabinet portfolio	Strategy & Finance
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
An investment in the legal team will reduce the spend by other services on external legal support.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund				
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal				
What changes are proposed to the service area/s?				
By increasing the capacity within the in-house legal service expenditure on outsourced legal support for services can be reduced, resulting in a net saving for the Council as a whole. The cost of the investment to increase the in-house capacity is estimated to be £256k, with expected savings of £580k from external counsel and legal support.				
Are there any specific staffing implications?				N
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Legal invest to save	234			234

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

TOTAL	234			234
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
The risk is that the saving is not delivered in full, or that there is a potential double count between other services looking to reduce their external legal spend.				
Are there any specific legal implications?				
No				
Is public consultation required (formal/statutory)?			N	

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

No impact on service users.

Staff

This is an increase in staffing levels and staff will be consulted where this is required under the current HR policies.

Other Council Services

The saving on external legal spend will be realised in other service budgets, mainly CYP.

Partners

No impact on partners.

Are there any specific equalities implications?

Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				X
Disability				X
Ethnicity				X
Gender				X
Gender reassignment				X
Marriage and civil partnerships				X
Pregnancy and maternity				X
Religion and belief				X

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

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

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

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

1. Proposal Overview	
Proposal title:	Employer Pension Contribution Cost Saving
Reference:	COR_SAV_01_Corporate-Budget-Pensions
Lead officer:	Director of Finance
Ward/s affected	All wards
Cabinet portfolio	Finance and Strategy
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>Following the Pension Fund tri-ennial valuation which is expected to conclude in December 2022, there may be the opportunity to reduce the Council's employer contribution rate. A 0.5% reduction would reduce the costs to the Council by approximately £0.5m. The opportunity to do this comes from the performance of the funds invested in recent years.</p> <p>No services are affected by this proposal, however all service staffing budgets will be reduced as they will no longer need to meet the higher contribution cost.</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	25,000,000	(25,000,000)	0	
HRA				
DSG				
Health				
TOTAL	25,000,000	(25,000,000)	0	
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?
<p>Following the Pension Fund tri-ennial valuation which is expected to conclude in December 2022, there may be the opportunity to reduce the Council's employer contribution rate.</p>

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

The current employer pension contribution rate is calculated at 22.5%. A 0.5% reduction would reduce the costs to the Council by approximately £0.5m. The opportunity to do this comes from the performance of the funds invested in recent years.

There will be NO impact on employee benefits and it's an officer decision based on professional advice of its actuaries, based on the fund's performance

No services are affected by this proposal, however all service staffing budgets will be reduced as they will no longer need to meet the higher contribution cost.

Are there any specific staffing implications?	No
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What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
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Proposal strand	2023/24	2024/25	2025/26	TOTAL
Change to pension contributions	500	0	0	500
TOTAL	500	0	0	500
% Net Budget	0.002%			0.002%

Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N

If yes, please describe impact:	Service budgets for staffing costs will be reduced in line with the reduced contribution being made to the Pension Fund.
--	--

What are the potential delivery risks and mitigation?
--

There are two main risks:

1. The results of the valuation are not yet formerly known and there are a number of variables the s151 officer first needs to consider before deciding whether this reduction in employer contribution rate can be made.
2. The pension fund performance can vary over time impacting the funding levels needed to meet liabilities. This is assessed every three years and if at the next or future valuation higher contributions are needed this will create a pressure.

Are there any specific legal implications?

No.

Is public consultation required (formal/statutory)?	N
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5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

None

Staff

None

Other Council Services

None

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Partners				
None				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age			P	
Disability			P	
Ethnicity			P	
Gender			P	
Gender reassignment			P	
Marriage and civil partnerships			P	
Pregnancy and maternity			P	
Religion and belief			P	
Sexual orientation			P	
Socio-economic inequality			P	
Is a full EAA required?			No	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				x
Tackling the Housing crisis				x
Giving children and young people the best start in life				x
Building an inclusive local economy				x
Delivering and defending: health, social care & support				x
Making Lewisham greener				x
Building safer communities				x
Good governance and operational effectiveness	positive			

6. Delivery Plan

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Milestones	Key Steps	Lead Officer	Timescales
Initiation	This saving will be delivered through existing Pension Fund management arrangements. The proposal is possible due to better returns achieved by the fund. However these can fall as well as rise in the future and may require this saving to be undone.	Director of Finance	In line with existing Pension Fund management arrangements as performed by the finance service.
Planning			
Implementation			
Review			

DRAFT

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

1. Proposal Overview	
Proposal title:	Treasury Management Efficiency
Reference:	COR_SAV_02_Corporate-Budget-Interest
Lead officer:	Director of Finance
Ward/s affected	All wards
Cabinet portfolio	Finance and Strategy
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>This proposal is to increase the income budget by an additional £2m for the interest that the Council earns from the investment of its working capital cash balances held to fund service activities.</p> <p>This is possible due to the recent increase in interest rates and the continued levels of working capital cash balances held. No services are affected by this proposal.</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	0	(2,420)	(2,420)	
HRA				
DSG				
Health				
TOTAL	0	(2,420)	(2,420)	
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?
<p>This proposal is to increase the income budget by an additional £2m for the interest that the Council earns on investing its working capital cash balances held to fund its activities.</p> <p>This is possible due to the increase in interest rates paid on investments in the market and the continued levels of working capital cash balances held. The current budget of £2.42m will be increased by a further £2m.</p>

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

No services are affected by this proposal.				
Are there any specific staffing implications?			No	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Additional interest earned	(2,000)	0	0	(2,000)
TOTAL	(2,000)	0	0	(2,000)
% Net Budget	82%			82%
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:	This increases the income available to fund services by £2m.			
What are the potential delivery risks and mitigation?				
<p>The key risks are that interest rates fall again or that the Council does not hold sufficient working capital cash balances necessary to generate the additional £2m of investment income.</p> <p>There is no mitigation for the Council other than managing its treasury function in line with its agreed Treasury Management Strategy. If this increase in investment income is at risk in the future this will be managed within the Medium Term Financial Strategy Assumptions.</p>				
Are there any specific legal implications?				
No, the Treasury Management Strategy (TMS) is set within the parameters of the Local Government Finance Act and CIPFA regulations and agreed by full Council. The TMS allows for this increase to be generated provided interest rates and cash balances continue as forecast by the treasury service.				
Is public consultation required (formal/statutory)?			N	

5. Impact & Outcomes

What is the likely impact of the proposed changes?
Service Users
None
Staff
None
Other Council Services
None
Partners
None
Are there any specific equalities implications?

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

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

6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	This saving will be delivered through the existing TMS, approved by Full Council and reviewed	Director of Finance	In line with daily treasury activities conducted by the finance service.
Planning			
Implementation			
Review			

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

	annually. The proposal is possible due to better investment returns being available in the market following the rise in interest rates.		
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Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

1. Proposal Overview	
Proposal title:	Reduction in the Utilities Costs of the Catford Complex by reducing the opening hours of Laurence House and closed control of utilities at the Civic Suite
Reference:	COR_SAV_03_Catford-Complex-Facilities
Lead officer:	Maxine Gordon
Ward/s affected	Cllr De Ryk
Cabinet portfolio	Finance and Strategy
Scrutiny committee/s	

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>The proposed cuts relate to Laurence House and the Civic Suite. These are buildings in the Catford Complex and Facilities Management manage these buildings. All service areas currently have access to both buildings.</p> <p>Laurence House is the main council building for Lewisham Council. Pre-covid most services worked from this building on floors 1 through 4 with Lewisham Homes occupying the 5th Floor. The building occupancy is at its greatest during the hours of 8am to 6pm with a small number of staff using the building on Saturday mornings. From 1st September office based staff have been asked to reoccupy the building for a minimum of 2 days (40%) a week.</p> <p>The Civic Suite is mostly used for committee meetings but is also used by staff for large group meetings. It is not used all day every day at present but despite this utilities are kept running every day.</p> <p>To implement this change, a recommendation in the relevant report (which is prepared for Mayor and Cabinet in November) will be required and an acceptance of the recommendation in the Council Budget setting meeting in March.</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	5,208	-230	4,978	
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal				
What changes are proposed to the service area/s?				
We currently use Smart Sec Security at both sites. We anticipate a reduction of one guard at Laurence House if this change is implemented. Staff that use Laurence House would have to be notified of the pending change prior to the change being implemented. We will also review the staffing arrangements at Civic Suite and make changes accordingly.				
Are there any specific staffing implications?			N	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2023/24	2024/25	2025/26	TOTAL
Laurence House	£121k			£121k
Civic Suite	£29k			£29k
TOTAL				
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
N/A				
Are there any specific legal implications?				
N/A				
Is public consultation required (formal/statutory)?			N	

5. Impact & Outcomes	
What is the likely impact of the proposed changes?	
Service Users	
The cuts proposed do not affect service users because it relates to reducing the opening hours of the buildings to staff.	
Staff	
<ul style="list-style-type: none"> i. The proposal relates to reducing the opening hours of Laurence House on weekdays from 10pm to 8pm. Current footfall for this period is quite low. In doing so, savings are achieved in terms of utilities (lighting, heating /AC) but also security personnel. ii. The proposal also relates to better controlling the utilities for the Civic Suite to the periods when it is open only. 	

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

Appendix 3 – Budget Reduction Proposals – Officers – 2023/24

Good governance and operational effectiveness		X		
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6. Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	<p>Laurence House – gather footfall details and finalise savings</p> <p>Obtain more detailed data for the Civic Suite - future hours opening against current daily plant running</p>	Brian Colyer	October 2022
Planning	<p>Notify service areas of proposed changes</p> <p>Notify Smart Sec or proposed changes</p>	Brian Colyer / Maxine Gordon	November 2022
Implementation	Adjust access control in time for go live	Brian Colyer	1st December 2022
Review	<p>Post go live follow up survey for Laurence House users</p> <p>Review impact of close control of utilities at Civic Suite</p>	Brian Colyer	April 2023

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Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

THEME A

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

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

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

Programme objectives

The initial programme objectives are detailed below.

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

Programme governance

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

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

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

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

Structure of the Review

The Review will be structured under the following areas:

Ambition and Prioritisation

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

Capacity

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

Performance management

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

Engagement with Customers

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

Delivery of Outcomes

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

Key Questions

The Review will include a number of fundamental questions:

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

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

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

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

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

Key milestones

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

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

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

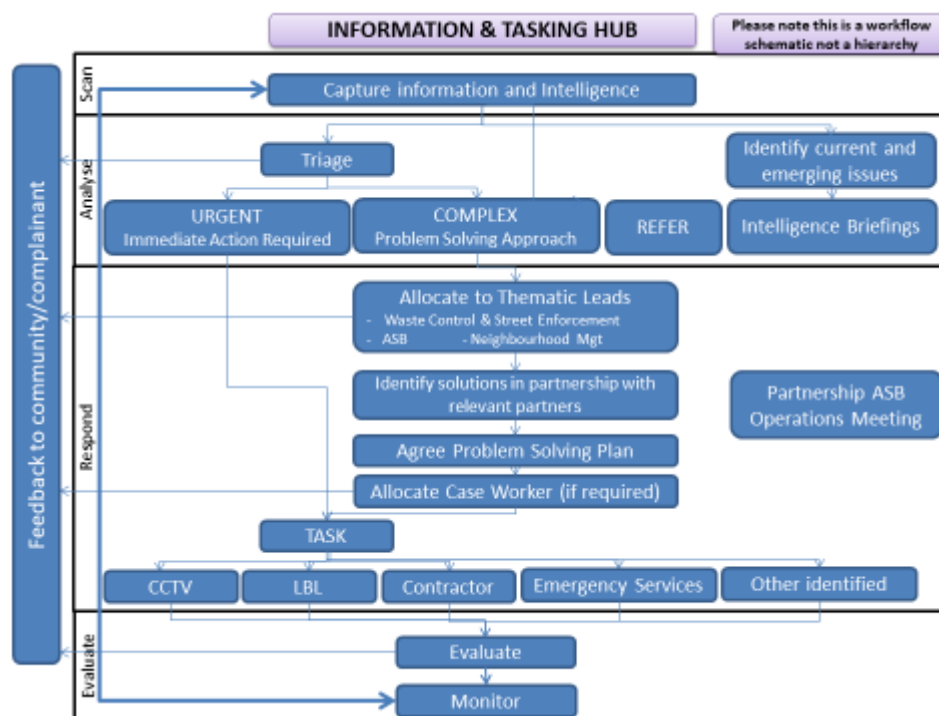
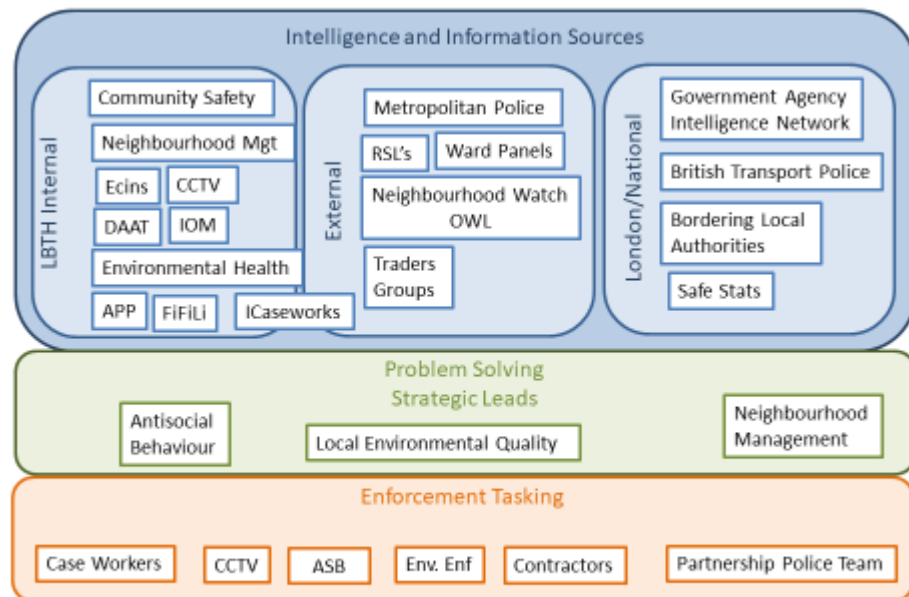
It is anticipated that the programme will provide a number of financial recommendations including:

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

Potential high level approach



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

4. Impact and risks of proposal

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

If not reviewed, potential for:

- Fragmented services

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

4. Impact and risks of proposal

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

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

-

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

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

1. Building safer communities	Corporate priorities 1. Open Lewisham 2. Tackling the Housing Crisis
2. Good governance and operational effectiveness	

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

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

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

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:		Overall:	
For any High impact service equality areas please explain why and what mitigations are proposed:			
No direct equality impacts are anticipated. Working across different enforcement boundaries and partners will identify efficiencies to deliver the savings but the intention is that this is an efficiency saving so there should be limited impact at the front line and therefore limited equalities implications beyond those staffing implications.			
Is a full service equalities impact assessment required: Yes / No			No

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

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

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

1. Cuts proposal	
Proposal title:	Review of work related travel arrangements to reduce costs
Reference:	A-03
Directorate:	Cross Council
Director of Service:	
Service/Team area:	Corporate Services
Cabinet portfolio:	Finance and Resources – Cllr De Ryk
Scrutiny Ctte(s):	Sustainable Development Select Committee

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

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

4. Impact and risks of proposal	
Outline impact to service users, partners, other Council services and staff:	
No impact to service users, partners and other Council services. Some staff may be impacted as the mode of work related transport will change.	
Outline risks associated with proposal and mitigating actions to be taken:	
That car club costs will be lower than lease car costs and that staff will be happy to use electric bikes instead of cars/public transport. A detailed review is required to fully identify the costs and options for cheaper travel as well as a thorough understanding of penalties for damage or late return of vehicles and assessment of the risk of claims in the case of any accidents while on an electric bike.	

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

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

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

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

8. Service equalities impact

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

Some officers with disabilities may still need to use a car.

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

9. Human Resources impact

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

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

There will need to be a procurement process to identify a car and bike club scheme that would partner up with the Council

11. Summary timetable

Outline timetable for main steps to be completed re decision and implementation of proposal:

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

THEME C

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

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

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

Cuts proposal*

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

Mitigating Actions for 21/22

Cost reduction measures will be prioritised

4. Impact and risks of proposal

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

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

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

5. Financial information

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

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

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

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

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

9. Human Resources impact					
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

1. Cuts proposal	
Proposal title:	Mobile Telephony
Reference:	C-08
Directorate:	Corporate Resources
Director of Service:	Kathy Freeman
Service/Team area:	IT
Cabinet portfolio:	Democracy, Refugees and Accountability - Cllr Bonavia
Scrutiny Ctte(s):	Public Accounts Select Committee

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

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The council currently has 1628 mobile phones and 1032 iPads in circulation. These are managed through the shared ICT service and the data charges are pooled across the 3 shared service partners of which Lewisham pays 25%. Calls are outside this apportionment and charged directly to Lewisham.</p> <p>The original 20/21 budget allowed for £163k of charges associated with mobile telephony costs, based on last year's usage.</p> <p>Around half of the council's mobile phone fleet has reached its end of life and no longer receives security updates.</p> <p>The council has elected to use I-phones which carry a market premium over android phones. As well as pure cost implications, Android is increasingly becoming the platform of choice for corporate applications.</p> <p>The council uses Mobile Iron security software which carries a subscription cost, however the council also has access to Microsoft Intune through our standard licensing agreements which provides similar functionality with no additional cost.</p>
Cuts proposal*

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

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

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

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

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

IT and Digital Services:

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

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

Cross Council:

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

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

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

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

4. Impact and risks of proposal

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

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

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

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

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

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

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5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
SIM card reduction (ITDS)	50			50
Device reduction (Cross Council avoidance)	30			30
Android migration (Cross Council avoidance)		10	10	20
Intune migration (ITDS)			?	
Total	80	10	10	100
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
If DSG, HRA, Health impact describe:				

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

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

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

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

11. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of:	
Month	Activity
September 2020	Proposals prepared
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

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

1. Proposal Overview	
Proposal title:	Aligning the Kickstart scheme with Government plans
Reference:	C-39
Lead officer:	Patrick Dubeck
Ward/s affected	N/A
Cabinet portfolio	Cllr Kim Powell, Business and Community Wealth Building

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

Scrutiny committee/s	Sustainable Development Select Committee
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2. Decision Route

Key Decision	Public Consultation	Staff Consultation
N	N	N

3. Contextual Information

Which service area/s are in the scope of the cuts proposal?

In response to the increase in youth unemployment, the Government created the Kickstart scheme. This provides unemployed young people aged 16-24 a six month paid work placement with an employer. The Government provides participating employers with funding to cover six months salary at National Minimum Wage for each Kickstart trainee (25 hours per week).

In early 2021 EMT agreed that the council should participate in the scheme and take on at least 40 Kickstart trainees. Given our commitment to the Living Wage, it was agreed that the council would pay Kickstart trainees the London Living Wage (LLW). A £50k budget growth was allocated to the Economy, Jobs and Partnerships service to cover the funding gap between the Government funding and payment of LLW to the trainees.

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

Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	50	0	50
HRA			
DSG			
Health			
TOTAL	50	0	50

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

Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	0			
Scale 6 – SO2	0			
PO1 – PO5	0			
PO6 – PO8	0			
SMG1 – SMG3	0			
JNC	0			

4. Cuts Proposal

What changes are proposed to the service area/s?

The Kickstart programme is time limited. The Government have announced that they will not approve any additional Kickstart placements after 31 December, and all placements must have begun by 31 March 2022. The council has 45 placements approved by the Government. These placements will all be filled by January 2022.

The six month placements will continue in to next year and therefore some budget will be required in 2022/23 to continue to ensure Kickstart trainees receive the LLW. It is estimated that this will be no more than £25k, and indeed may be less if some of the trainees move on to permanent employment before the end of their six month placement. Therefore it is possible to cut the Kickstart budget by £25k in 2022/23, with the remaining £25k being saved in 2023/24.

Training and employment support and opportunities will continue to be offered via other schemes within the Economy, Jobs and Partnerships team.

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Are there any specific staffing implications?		No		
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2022/23	2023/24	2024/25	TOTAL
	£25	£25	£0	£50
TOTAL	£25	£25	£0	£50
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
The council has secured external funding to operate a youth employment hub which is supporting unemployed young people. Further external funding is expected to be secured by the end of 2021 (European Social Fund) which will allow the council to increase the capacity of the youth employment hub and also establish an all-age employment support service.				
Are there any specific legal implications?				
None				
Is public consultation required (formal/statutory)?		No		

5. Impact & Outcomes

What is the likely impact of the proposed changes?				
Service Users				
The Kickstart programme will end regardless of this savings proposal as it was a Government programme which is ending in March 2022. Ending the Kickstart programme will mean that there are no paid work placements available for unemployed young people.				
Staff				
None				
Other Council Services				
None				
Partners				
None				
Are there any specific equalities implications for service users?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				Neutral
Disability				Neutral
Ethnicity				Neutral
Gender				Neutral
Gender reassignment				Neutral

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Marriage and civil partnerships				Neutral
Pregnancy and maternity				Neutral
Religion and belief				Neutral
Sexual orientation				Neutral
Socio-economic inequality				Neutral
Is a full EAA required?			No	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				Neutral
Tackling the Housing crisis				Neutral
Giving children and young people the best start in life			Negative	
Building an inclusive local economy			Negative	
Delivering and defending: health, social care & support				Neutral
Making Lewisham greener				Neutral
Building safer communities				Neutral
Good governance and operational effectiveness				Neutral

THEME D

1. Cuts proposal	
Proposal title:	Generating greater value from Lewisham's asset base
Reference:	D-01

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1. Cuts proposal	
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Paul Moore - Director of Regeneration and Social Inclusion (Interim)
Service/Team area:	
Cabinet portfolio:	Housing and Planning - Cllr Bell
Scrutiny Cttee(s):	Public Accounts Select Committee

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

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The proposal is to secure a further commercial income/rental stream through the development of around 250/300 housing units for market rent. The key elements of this proposal would include:-</p> <ul style="list-style-type: none"> - The identification of land/sites from the Council's existing service/operational and commercial estate that can facilitate this development – either on a single site or as a package of sites. - The formation of a development delivery pathway/package which provides certain and secure delivery capacity – potentially utilising an existing Partner.
Cuts proposal*
<p>This does not require a service cut – It provides a viable route to securing a sustainable income stream. The development projects should also provide a route to securing further social value:</p> <ul style="list-style-type: none"> • Training and jobs during the construction cycle • Affordable Housing supply – housing at discounted/London Living rent • Potential to configure other community uses/provision within schemes <p>Mitigating Actions for 21/22</p> <ul style="list-style-type: none"> • Developing a consolidated 'short-list' of sites for active review/re-purposing. • Commencing development appraisals. • Decision on development pathway/partner on-boarding. <p>At the heart of the proposal is the intent to achieve the accelerated transition of a package of under-utilised council assets to a development programme that provides 250/300 rented homes, generating a net income return of in the region of £500k pa to the Council.</p>

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Should be minimal – but site dependent.
Outline risks associated with proposal and mitigating actions to be taken:
This will require an accelerated programme of decision making and partner on-boarding. Inevitably there will be risks associated with the planning cycle. Market considerations – associated with rental values and financing costs and development costs.

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

6. Impact on Corporate priorities: list in order of DECREASING impact	
1. Any sites/development proposals would need to be progressed through the normal planning route	Corporate priorities 2. Open Lewisham 3. Tackling the Housing Crisis 4. Giving Children and young people the best start in life 5. Building an inclusive local economy 6. Delivering and defending: health, social care & support 7. Making Lewisham greener 8. Building safer communities 9. Good governance and operational effectiveness
2. Generates general needs housing supply and affordable housing supply	
3.	
4. Generates social and economic value from the development cycle – jobs and skills	
5.	
6.	
7.	
8.	

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

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

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	L	Pregnancy / Maternity:	L
Gender:	L	Marriage & Civil Partnerships:	L
Age:	L	Sexual orientation:	L
Disability:	L	Gender reassignment:	L
Religion / Belief:	L	Overall:	L
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>Advancing development in this way should enable options to secure badly needed affordable housing, which will support those in greatest need within Lewisham.</p> <p>This will have a positive impact on all protected characteristics – those who can be re-housed, particularly from Temporary Accommodation.</p>			
Is a full service equalities impact assessment required: Yes / No			No

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

10. Legal implications

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

11. Summary timetable

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

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

1. Cuts proposal

Proposal title:	Generating greater value from Lewisham’s asset base – Miscellaneous Items
Reference:	D-02, D-05, D-07, D-08
Directorate:	Housing Regeneration and Public Realm
Director of Service:	Paul Moore, Director of Regeneration and Inclusive Growth (Interim)
Service/Team area:	Property and Estates

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

1. Cuts proposal	
Cabinet portfolio:	Housing and Planning - Cllr Bell
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Cuts proposed:	Key Decision* Yes / No See para 16.2 of the Constitution https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution	Public Consultation Yes / No and Statutory vs informal	Staff Consultation Yes / No and Statutory vs informal
Business Rates	No	No	No
Filming Income	No	No	No
Corporate Estate Meanwhile Use (Temporary Housing - TA/Guardians)	Yes	Yes	No
Corporate Estate - Mothball	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>These proposals seek to set out a number of additional Miscellaneous Asset-based savings that have been presented or secured as part of the review of the Corporate and Service Estate over the Summer/Autumn 2020. The key proposals are:-</p> <ul style="list-style-type: none"> - Corporate Estate Business Rate Revaluation - Income Generation - Meanwhile Use (TA support and reduction in use of Guardian service) - Savings on mothballed assets
Cuts proposal*
<ul style="list-style-type: none"> • Corporate Estate Business Rate Revaluation – this element proposes an application for a business rates reassessment of assets within the operational corporate estate. The Council's operational portfolio has undergone changes and reconfiguration over the years but an assessment of the business rates has not been carried to reflect the current nature of the stock. For example, Wearside Service centre was recently reassessed following a reconfiguration of the site and is likely to provide a rates savings of approximately £40k. It is therefore assumed that carrying out a similar exercise across the entire operational asset base of approximately 80 sites is likely to generate some further savings. A profile of the likely savings over the next 3 years is provided below. This is estimated at £100k over the period. • Income Generation – This proposes the exploration of the potential use of a number of the Council's assets for income generation purposes through hire for example as film sets/locations – initially £25k pa – with review based on uptake.

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

- Meanwhile Use (TA support) – As part of the ongoing asset review, a number of assets have been identified for repurposing or potential redevelopment in the long term. However, in the short-term it is felt that these sites could provide vital support for the Council’s housing need by providing much needed accommodation for temporary housing. The specific sites currently identified for such purpose are:
 - 14 Wildgoose Drive – New Cross
 - 10 Wisteria Road – Lewisham
 - 47 Slaithwaith Road (House on the Hill) – Lewisham

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

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

4. Impact and risks of proposal

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

Should be minimal – but site dependent.
Any housing uses should only be short-term.

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

Planning requirements for any short term change of use in particular for the sites proposed to be used for temporary accommodation.
Short term Tenancy requirements – to ensure that, whilst they enable essential short term alternative use, they do not frustrate subsequent alternative use/re-purposing of the site.

5. Financial information

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

5. Financial information				
Business Rates	40	40	20	100
Filming Income	0	25	0	25
Corporate Estate Meanwhile Use (Temporary Housing - TA/Guardians)	25	25	25	75
Corporate Estate - Mothball	0	50	0	50
Total	65	140	45	250
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	100	No	No	No
If DSG, HRA, Health impact describe:				

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

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

8. Service equalities impact

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

In making better and more flexible use of our assets, we should help those Households and residents that are more likely to benefit from TA e.g.: older people (age), disabled people (disability), single parents with children (pregnancy and maternity). Better use of assets in this way should help support those in greatest need within Lewisham.

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

9. Human Resources impact

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

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

The Council's functions in respect of homelessness are contained in Part 7 of the Housing Act 1996. A tenancy granted to a homeless household as part of any function under Part 7 of the Housing Act 1996 will not be secure, unless the local authority has notified the tenant that it is to be regarded as a secure tenancy. This enables the Council to grant short term non secure tenancies of TA for people where the Council is exercising its functions under Part 7.

11. Summary timetable

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

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

1. Cuts proposal	
Proposal title:	Catford Campus - Estate Consolidation
Reference:	D-06
Directorate:	Housing, Regeneration and Public Realm

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

1. Cuts proposal	
Director of Service:	Paul Moore – Director of Regeneration and Inclusive Growth (Interim)
Service/Team area:	Capital Programme Delivery
Cabinet portfolio:	Housing and Planning - Cllr Bell
Scrutiny Ctte(s):	Public Accounts Select Committee

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

3. Description of service area and proposal
<p>Description of the service area (functions and activities) being reviewed:</p> <p>The Catford office estate is made up of six buildings - Laurence House, Civic Suite, Old Town Hall, Holbeach, Town Hall Chambers and Eros House. As part of a wider Asset Review, officers have been reviewing possibilities for office consolidation in order to realise savings or generate income. This builds on work already undertaken over previous years to rationalise the estate. Laurence House is the Council's core office building - pre-Covid it was the office base for around 1700 staff plus the CCG. The intention is for Laurence House to remain the Council's HQ.</p> <p>Until 2013 The Old Town Hall housed part of the Council's workforce. It is currently occupied by Lewisham Homes (4 floors), Bow Arts (1 floor) and a few smaller tenants. The Council retains responsibility for the basement which has large amounts of archive storage. Lewisham Homes are due to move to Laurence House 5th floor early 2021 leaving a large portion of this landmark building empty in central Catford. The Council continues to have to service the building, pay business rates, therefore an alternative use for the building is being considered to ensure that at the very least costs are covered, and where possible additional income is generated.</p> <p>The Civic Suite provides space for Council meetings, public functions and lettings, election functions, back office functions (inprint), Cllr rooms and office accommodation. Since the start of the Covid pandemic in March, the Civic Suite has been closed. Office staff based in the building that require to return to the office have been working in Laurence House (with the remaining staff working remotely from</p>

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

home), Councillors have been using the political rooms provided in Laurence House, and Council committee meetings have been taking place online using Public-I and Microsoft Teams technology.

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

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

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

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

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

Cuts proposal*

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

Laurence House

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

Old Town Hall

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

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

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

Civic Suite

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

Holbeach

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

Town Hall Chambers

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

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

4. Impact and risks of proposal

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

Old Town Hall

The letting of the Old Town Hall to health and DWP partners will increase closer working arrangements between them and the Council and enable a 'Public Service hub' to be created. The CCG already reside in Laurence House and has shown to be highly beneficial in terms of partnership working. Employment and training support will be critical over the coming years as unemployment figures rise as a result of the Covid pandemic. Catford is centrally located in the borough with good public transport links.

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

4. Impact and risks of proposal

The strategic synergy between these uses taken together creates a benefit beyond the individual parts. Around 400 valued public sector staff would inject much needed footfall and vitality in the heart of the town centre, supporting local businesses and jobs. The alternative option for the Old Town Hall is to mothball.

Civic Suite

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

Holbeach

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

Town Hall Chambers

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

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

- 1. Some or all of the partner organisations decide not to move into the Old Town Hall or decide to take a smaller floorplate;** meaning the running costs for the building cannot be covered and a saving cannot be generated.
Negotiations are still at an early stage however all parties have expressed a keen interest in making it work. Worst case scenario that none of the leases come to

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

4. Impact and risks of proposal

fruition then the building would likely have to be mothballed which would require finding Dek an alternative location.

2. Negative public response to council meetings continuing online.

The online meeting technology currently being utilised is available for public to watch and take part in where relevant, and meetings are also available to view online after the event. As suggested above in the future some critical or large meetings could be held in person and in public by utilising other larger spaces within the borough such as schools or the theatre.

3. Negative public perception of mothballed buildings in the town centre; and impact on confidence for town centre regeneration

Initiatives to animate the town centre and bring confidence to the longer-term regeneration potential have been hugely successful to date, and the Phase 1 works around the Catford Constitutional Club and surrounding area will also help to kick start confidence in the town centre's potential. It is not expected that the closure of Civic Suite, Holbeach or Town Hall Chambers will have a major impact given this activity – provided that the former town hall is occupied.

4. Lack of formal large event space

In the short-term large events, citizenship ceremonies etc. will be unlikely to be taking place due to Covid restrictions; in the medium term they could be delivered elsewhere in the borough, in schools or community facilities. Those spaces would lack the formality of a civic space, but in some cases this may be an advantage.

5. Suitable alternative accommodation cannot be found for the front-line

services in Holbeach, particularly Youth Offending Service, which requires a safe welcoming, and discreet space to be able to deliver their service.

Options include Eros House, but further analysis will be undertaken.

6. Costs associated with finding alternative accommodation for the Trade Unions may outweigh or reduce the savings potential for Town Hall Chambers.

Dependent on outcome of review of front door and library services they could potentially stay on the ground floor of Laurence House.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Laurence House 5 th floor – Lewisham Homes let	650*	11	12	673
Old Town Hall (net cost/income): Option A – Mothball	- 414	0	0	- 414
Old Town Hall (net cost/income): Option B - Public Service Hub	- 488	450	- 38	-76

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

5. Financial information				
Civic Suite Mothball	248			248
Holbeach office Mothball	120			120
Town Hall Chambers Mothball	70			70
Total Potential Saving(up to £,000s)				
Option A - Mothball	674	11	12	697
Option B – PS Hub	600	461	-26	1,035
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	100	No	No	No
If DSG, HRA, Health impact describe:				

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

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

8. Service equalities impact					
For any High impact service equality areas please explain why and what mitigations are proposed:					
Is a full service equalities impact assessment required: Yes / No					No
9. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					No
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications
State any specific legal implications relating to this proposal:
<p>The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 came into force on 4 April. These Regulations permit public committee meetings to be held virtually. However, these are temporary changes which have been put in place during the coronavirus pandemic. There is nothing to suggest that authorities will not be required to revert to holding public meetings in person in due course. Accordingly, any proposal to mothball the Civic Suite will need to ensure that the Council will continue to be in a position to hold public committee meetings once the temporary changes come to an end.</p>

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

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

1. Proposal Overview	
Proposal title:	Commercial Estate Review
Reference:	D-10
Lead officer:	Patrick Dubeck

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

Ward/s affected	All wards
Cabinet portfolio	Cllr Paul Bell, Housing and Planning
Scrutiny committee/s	Sustainable Development Select Committee

2. Decision Route

Key Decision	Public Consultation	Staff Consultation
N	N	N

3. Contextual Information

Which service area/s are in the scope of the cuts proposal?

The commercial portfolio comprises approximately 250 secondary and tertiary assets and generates an income of circa £2.4M pa. It includes retail shops, offices, light industrial units, nurseries and various community assets.

The portfolio is generally in poor condition with a number of assets requiring investment in order for them to sustain the current rate of income or to bring assets back into lettable condition.

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

Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	231	(3,020)	(2,789)
HRA			
DSG			
Health			
TOTAL	231	(3,020)	(2,789)

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

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

4. Cuts Proposal

What changes are proposed to the service area/s?

There are a range of vacant assets that are in a poor state of repair and require capital investment in order to bring them back into a lettable condition so that in turn they can become income producing. Two examples of properties that require investment are the parade of shops on Turnham Road and 203 Deptford High Street.

It is estimated that a once off capital investment of circa £200k will help stabilise and boost the income generation potential of the commercial estate by £50k in 2023/24 and £100k in 2024/25. This represents a growth of £150k on the commercial estate income by 2025. A full return on investment will be made within 4 years of the initial capital outlay.

Are there any specific staffing implications? No

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

Proposal strand	2022/23	2023/24	2024/25	TOTAL
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Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

	£-200 one-off capital	£50	£100	£150
TOTAL	£-200	£50	£100	£150
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<p>A key risk of failure to deliver the proposal is that the assets which are in dire need of repair will not only reduce the income potential of the portfolio but will become liabilities to the Council where the authority will be liable for rates and all outgoings as well as keeping the buildings wind and water tight.</p> <p>There is also a risk that market forces may mean that the sort of rental growth estimated may not be achieved. This will be monitored and where possible adjustments will be made on other parts of the estate to ensure the target is met.</p> <p>Tender processes will be followed to ensure that the proposed works provide value for money. Fully costed surveys and valuations will be undertaken to ensure as far as possible that the works will produce the desired increase in rental income.</p>				
Are there any specific legal implications?				
None				
Is public consultation required (formal/statutory)?			No	

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

An improved quality of commercial lettings offer from the Council will provide opportunities to small businesses and provide improved footfall and vitality in areas of vacancy.

Staff

None

Other Council Services

None

Partners

None

Are there any specific equalities implications for service users?

Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				Neutral
Disability				Neutral
Ethnicity				Neutral
Gender				Neutral

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

Gender reassignment				Neutral
Marriage and civil partnerships				Neutral
Pregnancy and maternity				Neutral
Religion and belief				Neutral
Sexual orientation				Neutral
Socio-economic inequality				Neutral
Is a full EAA required?			No	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				Neutral
Tackling the Housing crisis				Neutral
Giving children and young people the best start in life				Neutral
Building an inclusive local economy		Positive		
Delivering and defending: health, social care & support				Neutral
Making Lewisham greener				Neutral
Building safer communities				Neutral
Good governance and operational effectiveness		Positive		

1. Proposal Overview

Proposal title:	Business Rates revaluation of Council owned premises
Reference:	D-11
Lead officer:	Patrick Dubeck
Ward/s affected	All Wards
Cabinet portfolio	Cllr Paul Bell, Housing and Planning

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

Scrutiny committee/s	Public Accounts Select Committee
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2. Decision Route

Key Decision	Public Consultation	Staff Consultation
N	N	N

3. Contextual Information

Which service area/s are in the scope of the cuts proposal?

The Council's Property team is responsible for paying rates for all non-HRA assets excluding schools but including the operational corporate estate.

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

Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
General Fund	1,677,721	1,553,735	123,987
HRA			
DSG			
Health			
TOTAL			

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

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

4. Cuts Proposal

What changes are proposed to the service area/s?

The Council's assets and operational portfolio has undergone changes and reconfiguration over the years but an assessment of the business rates has not been carried out to reflect the current nature of the stock.

This proposal relates to a revaluation or reassessment of all the assets for which the Council currently holds the business rates liability.

The current savings programme has £200k earmarked from the rates revaluation programme from 2020-2024. This proposal seeks to extend the ongoing revaluation programme based on gains achieved to date.

Early analysis of the assets suggests a full review could generate an additional £150k savings over the next two years.

Are there any specific staffing implications?	No
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What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)

Proposal strand	2022/23	2023/24	2024/25	TOTAL
	£100	£50	£0	£150
TOTAL	£100	£50	£0	£150
% Net Budget				

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<p>This proposal looks at seeking rate revaluations based on the current national rating system therefore any national changes in rating policy (such as a higher than expected annual rate increase) is likely to affect the actual level of savings achieved.</p> <p>Achieving the full savings as proposed and in a timely fashion is also reliant on the capacity of the Valuation office to process the appeals our agents submit.</p>				
Are there any specific legal implications?				
None				
Is public consultation required (formal/statutory)?			No	

5. Impact & Outcomes				
What is the likely impact of the proposed changes?				
Service Users				
None				
Staff				
None				
Other Council Services				
The successful reduction in rateable value of the Council's estate will have an impact on the Borough wide NNDR receipt.				
Partners				
None				
Are there any specific equalities implications for service users?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				Neutral
Disability				Neutral
Ethnicity				Neutral
Gender				Neutral
Gender reassignment				Neutral
Marriage and civil partnerships				Neutral
Pregnancy and maternity				Neutral
Religion and belief				Neutral
Sexual orientation				Neutral
Socio-economic inequality				Neutral

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

Is a full EAA required?		No		
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				Neutral
Tackling the Housing crisis				Neutral
Giving children and young people the best start in life				Neutral
Building an inclusive local economy				Neutral
Delivering and defending: health, social care & support				Neutral
Making Lewisham greener				Neutral
Building safer communities				Neutral
Good governance and operational effectiveness			Positive	

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

1. Proposal Overview	
Proposal title:	Asset Use Review and Regularisation
Reference:	D-12
Lead officer:	Patrick Dubeck
Ward/s affected	All wards
Cabinet portfolio	Cllr Paul Bell, Housing and Planning
Scrutiny committee/s	Sustainable Development Select Committee

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
The commercial portfolio comprises approximately 250 secondary and tertiary assets and generates an income of circa £2.4M pa. It includes retail shops, offices, light industrial units, nurseries and various community assets.				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	231	(3,020)	(2,789)	
HRA				
DSG				
Health				
TOTAL	231	(3,020)	(2,789)	
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal
What changes are proposed to the service area/s?
<p>A number of Council assets are utilised by third parties where the current consideration is less than market rate. For example, whilst most nurseries occupy council assets on commercial leases, a few pay a modest or nominal rent. If these are reviewed and regularised this could generate an additional income of circa £50k income to the commercial portfolio.</p> <p>A strategic asset review of the entire property portfolio is currently being undertaken. There are certain operational assets that are likely to be no longer required for their existing purposes, and could therefore be re-let on a commercial basis.</p> <p>Securing these units as commercial lets will mean that the Council will no longer be responsible for maintaining those assets generating further savings on the FM budget. The level of savings on the FM budget is likely to be similar to the</p>

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

increased income proposed here but will be captured separately under any savings proposed by the FM team.				
Delivering these proposals will require an increased staffing resource base due the complex and sometimes protracted nature of the negotiations. This is anticipated to be equivalent to an additional full time post to support this and other commercial portfolio income generating initiatives.				
Taken together, a review and regularisation of current arrangements could generate an additional net increase of £100k on the commercial income by 2024/25.				
Are there any specific staffing implications?			No	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2022/23	2023/24	2024/25	TOTAL
	£25	£50	£85	£160
	£-25	-35	0	-£60
TOTAL	£0	£15	£85	£100
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:	The proposal requires an increase in the capacity of the team with an additional post			
What are the potential delivery risks and mitigation?				
Proposal not delivered because of potential misalignment with corporate or Member objectives. Efforts will be made on early engagement with affected sites and proposals considered on for example phasing rent increase over time to ease the immediate impact on the users of the building.				
Estimated increased income not delivered in full. Early work carried out by the team to understand and quantify the potential across the estate suggests that the estimated net increase in income is realistic but is only fully deliverable if there is alignment with corporate and Member objectives.				
Are there any specific legal implications?				
Any efforts to renegotiate lease terms will need to give due regard the provisions in any pre-existing lease agreements, particularly in respect of lease term, break clauses and rent review timings. Where there are existing leases, the Council may only make changes where this is permitted by the lease. If there is no provision in an existing lease for rent review, the Council is unable to make changes to the rent during the lease term.				
Is public consultation required (formal/statutory)?			No	

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

This proposal has potential impacts on the leaseholders for Council owned estate, particularly where we deem there to be commercial interests operating from council owned premises at below market rates. Due consideration will need to be

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

given to the impacts on those with protected characteristics in particular circumstance.				
Staff				
None				
Other Council Services				
None				
Partners				
None				
Are there any specific equalities implications for service users?				Yes
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				X
Disability				X
Ethnicity				X
Gender				X
Gender reassignment				X
Marriage and civil partnerships				X
Pregnancy and maternity				X
Religion and belief				X
Sexual orientation				X
Socio-economic inequality				X
Is a full EAA required?			No	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				Neutral
Tackling the Housing crisis				Neutral
Giving children and young people the best start in life				Neutral
Building an inclusive local economy		Positive		
Delivering and defending: health, social care & support				Neutral
Making Lewisham greener				Neutral
Building safer communities				Neutral
Good governance and operational effectiveness		Positive		

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

1. Proposal Overview	
Proposal title:	Review of commercial opportunities for nurseries within children's centres
Reference:	D-13
Lead officer:	Sara Rahman
Ward/s affected	All
Cabinet portfolio	Cllr Chris Barnham, Children's Services and School Performance
Scrutiny committee/s	Children and Young People Select Committee

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>The key functions of the Children and Family Centre contract is to act as a focus for ensuring early help, which whilst primarily focused at an early years stage also take a 'whole-family' approach building appropriate teams around families to ensure all children and young people's needs are met through multi-agency responses.</p> <p>The Children and Family Centre contract is currently delivered by three separate providers commissioned from the Children Centre contract. Each provider covers different areas of the borough. The Early Years Alliance cover Area 1 of the borough where this site is located. It is close to other sites in the area, and has not been used as a Children's Centre since 2016, following a Public Consultation to de-designate this site. There has been some limited service delivery, but it has mainly been as a training site and professionals meeting space and has not been used by children and families. The part of the site dedicated in lease and site plans to Children and Family Centre activity has remained empty. It is however connected to a nursery which would like to expand into this space."</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	£20	0	£150	
HRA				
DSG				
Health				
TOTAL	£20	0	£150	
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5	N/A			
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

Review of commercial opportunities for nurseries within children’s centres starting with one specific children’s centre.

The proposal is an asset transfer 50% of a local Centre which was previously designated as a Children Centre under the CYP Directorate to a Commercial Lease to enable the expansion of a nursery currently occupying the other 50% of the building

Operational changes identified. There will be no specific operational change as there is no service delivery currently from this site or proposed. However, because this part of the site is part of the CYP Portfolio with Premises Management responsibility for Business Rates, building maintenance, cleaning and utilities, this empty site still has an operational cost against the Children Centre budget. The proposal to transfer this part of the building to the private nursery on site will remove these annual costs being incurred. In addition to this it will increase the Commercial Lease and therefore the Commercial rent applied to the nursery generating more income for the Council and ensuring this site is more sustainable moving forward.

As stated there is currently no Children and Family Centre service delivered from this site, the Nursery who wish to expand into this space will do so with the aim of develop three aspects of their work:

1. to increase support and guidance to local parents and carers by providing workshops on subjects such as toilet training, sleep routines, healthy eating, importance of play, natural resources, developmental milestones, EYFS, oral health and hygiene routines, etc.
2. to create a community hub that would offer space and facilities to local community groups that provide child care, educational and recreational provision such as exercise classes, mental wellbeing, meditation, yoga, massage, etc.
3. to meet their long-term needs for additional nursery-age provision by expanding their current baby room into the area, and by some pilot schemes that would facilitate before/after school and school holiday activities.

The proposed vision does support Lewisham’s CYP priorities under their four key areas listed below:

the best start in life and protection from harm;

- good physical and emotional health; by encouraging sound mental well-being and physical health
- making progress, achieving and being prepared for adulthood;
- feeling listened to and respected

Are there any specific staffing implications?		N (with HR input)		
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2022/23	2023/24	2024/25	TOTAL
Proposal 1	£11	£9		£20
TOTAL		£0	£0	£20
% Net Budget				

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:	<p>This will reduce an operation cost of £20,000 against the Children Centre budget. The operating costs of an empty site specifically relate to the following:</p> <ul style="list-style-type: none"> • Business Rates = £6,000 • Insurance = £118 • Security = £4,000 • Cleaning = £9,600 • Weekly compliance checks = £4,000 • Pre-planned Maintenance = £2,000 (estimate) <p>Many of these costs will be passed on to the organisation with the Commercial lease as they are still required, there will be no negative impact to Children Centre delivery and only a positive impact for the Children Centre budget.</p> <p>There is also the potential to increase the Commercial rent generated from this site.</p>			
What are the potential delivery risks and mitigation?				
<p>Two risks:</p> <ol style="list-style-type: none"> 1. The biggest risk to this is the DfE Capital Grant utilised to building this site initially which was completed within the 25 year claw back range, however, this is to be mitigated by the nursery vision and service delivery plan detailed above for the additional space created. 2. The 2015 public consultation may not be sufficient to satisfy change of use of this building and therefore there might need to be a public consultation and Mayor and Cabinet decision before this plan can be initiated. 				
Are there any specific legal implications?				
<p>There is a statutory duty to consult on any proposal to cease using a building as a children's centre. Any proposal is therefore expressly subject to that consultation and a decision on closure being taken by Mayor & Cabinet.</p> <p>The specific site contained within this proposal has already been de-designated following public consultation in 2016. Therefore any further sites coming forward would require specific public consultation.</p>				
Is public consultation required (formal/statutory)?			Unknown	

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

Proposal 1 – there would be no negative impact on service users as there is currently no service being delivered, the impact will be positive as there is an initial saving against the Children Centre contract and the potential for greater income generation at the site from an expanded Commercial Lease.

Proposal 1 - there may be positive benefits as the nursery is looking to expand their offer making more spaces available to local residents, there is also an intention to provide more community based information, like information, advice and guidance, so local residents will have more benefit from this site than they currently receive

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

Staff				
Proposal 1 – no impact on staff				
Other Council Services				
Proposal 1 – there will be a positive impact on Early Years and Sufficiency as this expansion will create more nursery places in the ward and access to community services.				
Partners				
Proposal 1 – partners will not see a change in the service by the Children Centres but local community organisations will see a potentially increased opportunity to utilise space. Two other organisations currently utilise this space and they would have to be factored into the agreed expansion and new lease for this site by the Nursery.				
Are there any specific equalities implications?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age			x	
Disability			x	
Ethnicity			x	
Gender			x	
Gender reassignment			x	
Marriage and civil partnerships			x	
Pregnancy and maternity			x	
Religion and belief			x	
Sexual orientation			x	
Socio-economic inequality			x	
Is a full EAA required?			N (with Corporate Policy input)	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham	x			
Tackling the Housing crisis			x	
Giving children and young people the best start in life		x		
Building an inclusive local economy	x			
Delivering and defending:			x	

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health, social care & support				
Making Lewisham greener			x	
Building safer communities	x			
Good governance and operational effectiveness	x			

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

1. Proposal Overview	
Proposal title:	Facilities Management 2022/23 proposed savings
Reference:	D-14
Lead officer:	Currently Director not in post (Lead officer, Kathy Freeman/Brian Colyer)
Ward/s affected	All Wards
Cabinet portfolio	Cllr Amanda De Ryk, Finance and Resources
Scrutiny committee/s	Public Accounts Select Committee

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<u>Facilities Management Front of House/Soft Services:</u>				
<ol style="list-style-type: none"> Cleaning services across the corporate managed properties. Review services and adjust to identify requirements. Majority of this service is delivered by a newly in-housed workforce Front of House services (Reception duties, Post Room, Document Management, Technical services and Chauffeur services). These services are provided by an in-house workforce. Security Services. Currently this service is being provided by an out-sourced contract but consideration of insourcing is under review 				
<u>Energy and Utilities Management:</u>				
<ol style="list-style-type: none"> Management of LBL energy and utilities contracts and supplies. This includes corporate property, estates rented properties, Lewisham home and schools. This service is provided with an in-house team. Note: Currently potentially procuring a contract for invoice validation. This service is proposed to be funded by a proposition of a vacant post 				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	3,776	133	3,643	
HRA	NA	NA	NA	
DSG	NA	NA	NA	
Health	NA	NA	NA	
TOTAL	3,776	133	3,643	
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Spot scale (LLW)	59	TBC	TBC	TBC
Scale 1 – Scale 5	18	18	TBC	TBC
Scale 6 – SO2	1	1	TBC	TBC
PO1 – PO5	1	1	0	1
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

What changes are proposed to the service area/s?				
<p>1 This saving will be achieved by greater efficiency and reduction in headcount across the Facilities Management sections along with some level of reduction to building related services on closed buildings. The saving will be delivered from 23/24 due to the time it takes to decommission the Council's wider corporate estate.</p> <p>2. Proposal to self-deliver a greater proportion of building maintenance and small works with a direct labour force. Proposal to reduce the level of central contract (bundling) and manage smaller contracts directly with an in-house resource. These changes will also remove a level of dependency on a very small number of external service providers (main contractors)</p> <p>3. Review of all buildings and FM services to ensure appropriate cost are recharged to the external partners who lease our buildings for full cost recovery.</p>				
Are there any specific staffing implications?			Y (with HR input)	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2022/23	2023/24	2024/25	TOTAL
		£100k	£10k	£110k
TOTAL				
% Net Budget		£100k	£10k	£110k
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:	2022/23 saving are planned to provide already programmed saving. 2023/25 savings are planned to provide already programmed savings along with additional savings.			
What are the potential delivery risks and mitigation?				
<p>1. Redundancy costs which has been factored in addition to the proposed savings.</p> <p>2. Planned Buildings closure not taking place or only part closure which has limited savings to FM. FM to work closely with the estates and capital team.</p> <p>3. Cost of contract inflation and shortage of skilled contractors is likely to present a price increase.</p> <p>4. Changes to the number of Council maintained properties.</p> <p>5. Energy and Utilities inflation has been assumed to be funded.</p> <p>6. Reduction in Capital funding support for out-of-life plant and equipment. Any reduction would have a direct impact on FMs revenue budgets. It is planned that FMs capital expenditure will form part of the budget forecasting in the future.</p> <p>7. Current FMs Planned Maintenance is of a low standard. Improvement to the level of maintenance is likely to increase costs. Additional savings will be reviewed to support increased costs.</p>				
Are there any specific legal implications?				
Yes, TUPE and employment law				
Is public consultation required (formal/statutory)?			No (with Legal input)	

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

Limited impact				
Staff				
Facilities Management are planning a department restructure which will place the appropriate staff in realigned roles. This change is likely to provide a greater job satisfaction due to clear roles and responsibilities along with appropriate levels of ownership. Greater efficiency in the service is planned which will lead to redundant posts.				
Other Council Services				
Limited impact				
Partners				
Limited impact				
Are there any specific equalities implications?				
Note: This information is currently not available but will be submitted as part of the potential restructure				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				
Disability				
Ethnicity				
Gender				
Gender reassignment				
Marriage and civil partnerships	the information for this table to be provided by hr and included in planned restructure documentation			
Pregnancy and maternity				
Religion and belief				
Sexual orientation				
Socio-economic inequality				
Is a full EAA required?			Y/N (with Corporate Policy input)	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham				Yes
Tackling the Housing crisis				NA
Giving children and young people the best start in life				NA

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

THEME E

1. Cuts proposal	
Proposal title:	Income from Building Control
Reference:	E-02
Directorate:	Housing Regeneration and Public Realm
Director of Service:	Paul Moore
Service/Team area:	Building Control
Cabinet portfolio:	Housing and Planning - Cllr Bell
Scrutiny Ctte(s):	Public Accounts Select Committee and Sustainable Development Select Committee

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

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Building control are responsible for the review and approval of Building Work ranging from small scale changes to large scale redevelopment proposals. The Building Control regime is delivered via the Council as well as through approved inspectors in the private sector meaning that the Council is in competition with the private sector to deliver the service.</p>
Cuts proposal*
<p>The proposal is for increased income through an improved market share</p> <p>The Council received applications for 650 building works in 2019/20. This is compared to over 2,000 planning applications.</p> <p>The proposal is to increase the promotion of Building Control following planning permission being granted to improve the market share of Building Control and thereby increase income.</p> <p>Mitigating Actions for 21/22 Increasing market share may mean that additional resources are necessary to meet increased demand. It will be important to work to streamline existing processes and ways of working to improve efficiency alongside seeking additional work.</p>

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The main risk is the ability to meet increased service demand.
Outline risks associated with proposal and mitigating actions to be taken:
Economic downturn may affect availability of work.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	554 (E43004)	676 (E43004)		
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Increased Building Control market share	15	15	20	50
Total	15	15	20	50
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes, an increase in income of £50k			
If DSG, HRA, Health impact describe:				

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

12. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	No specific Impact

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

13. Service equalities impact			
Expected impact on service equalities for users – low			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	N/A	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
This proposal should assist in developing a better integrated and aligned suit of related services – supporting residents and businesses with a range of diverse needs.			
Is a full service equalities impact assessment required: Yes / No			no

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

15. Legal implications
State any specific legal implications relating to this proposal:
n/a

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

1. Proposal Overview	
Proposal title:	Building Control Service Efficiency
Reference:	E-12
Lead officer:	Patrick Dubeck
Ward/s affected	N/A
Cabinet portfolio	Cllr Paul Bell, Housing and Planning
Scrutiny committee/s	Public Accounts Select Committee

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

3. Contextual Information				
Which service area/s are in the scope of the cuts proposal?				
<p>Building control are responsible for the review and approval of Building Work ranging from small scale changes to large scale redevelopment proposals. The Building Control regime is delivered via the Council as well as through approved inspectors in the private sector meaning that the Council is in competition with the private sector to deliver the service.</p> <p>In addition, the impending Building Safety Bill has been published with the intention of overhauling current building regulations across England and Wales. It is intended to strengthen the whole regulatory system for building safety by establishing a comprehensive new building safety regime governing design, construction and occupation of higher risk buildings, with particular focus on fire safety measures.</p> <p>Local authorities will have a significant role in the way the new regulations will work. It is therefore important to ensure the service in Lewisham is redesigned and remains fit for purpose when the new regime becomes law in 2022. There are also opportunities to increase the market share of Council provided services. The Council can do this by 'selling' this service to individuals and developers operating in Lewisham but to also consider expanding this. For instance this service could be provided to other local authorities needing support.</p>				
What is the controllable budget of the service area/s?				
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)	
General Fund	£558 (E43004)	£691 (E43004)	(133)	
HRA				
DSG				
Health				
TOTAL				
What is the staffing profile of the service area/s?				
Grades	Number Of Posts	FTE	Vacant Posts	
			Agency / Interim Cover	Not Covered
Scale 1 – Scale 5				
Scale 6 – SO2				
PO1 – PO5				
PO6 – PO8				
SMG1 – SMG3				
JNC				

4. Cuts Proposal

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

What changes are proposed to the service area/s?				
<p>The Council received applications for 650 building works in 2019/20. This is compared to over 2,000 planning applications.</p> <p>The current programme of savings already has £50k earmarked for the service over the next three years including 2020/21. This new proposal is seeking to double that over the same period.</p> <p>This will be achieved through an increased market share for services for current applications going through the Planning system.</p>				
Mitigating Actions for 22/23				
<p>Increasing market share may mean that additional resources are necessary to meet increased demand. It will be important to work to streamline existing processes and ways of working to improve efficiency alongside seeking additional work.</p> <p>As part of this, and to ensure readiness to operate in the new regulatory environment, the service will be seeking ISO9001 accreditation. This will be in the form of a review to be carried out Local Authority Building Control service. This objective may require a restructure of the service at some point in the next 12 months.</p>				
Are there any specific staffing implications?			No	
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2022/23	2023/24	2024/25	TOTAL
	£20	£30	£0	£50
TOTAL				
% Net Budget	£20	£30	£0	£50
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	Y	Y	Y
If yes, please describe impact:	An increase in income of £50k			
What are the potential delivery risks and mitigation?				
<p>The main risk is the ability to attract and then meet increased service demand. The service review referenced above will help ensure the service is fit for purpose. A peer assessment of the existing service is planned to support this review.</p> <p>The changing regulatory environment, whilst anticipated to create further opportunities for local authority delivered services, will also carry greater risk due to increased complexity of the incoming regime. The service will need to ensure the necessary technical competence and experience to meet this challenge are retained and recruited.</p>				
Are there any specific legal implications?				
No				
Is public consultation required (formal/statutory)?			No	

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

Service Users				
This proposal is intended to improve the responsiveness of the Council led service and improve the service that customers experience.				
Staff				
None				
Other Council Services				
None				
Partners				
None				
Are there any specific equalities implications for service users?				
Protected characteristics and other equalities considerations	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Age				Neutral
Disability			Positive	
Ethnicity				Neutral
Gender				Neutral
Gender reassignment				Neutral
Marriage and civil partnerships				Neutral
Pregnancy and maternity				Neutral
Religion and belief				Neutral
Sexual orientation				Neutral
Socio-economic inequality				Neutral
Is a full EAA required?			No	
How do the proposed changes align with the Council's Corporate Strategy?				
Corporate Priorities	High (Positive / Negative)	Medium (Positive / Negative)	Low (Positive / Negative)	Neutral
Open Lewisham			Positive	
Tackling the Housing crisis			Positive	
Giving children and young people the best start in life				Neutral
Building an inclusive local economy				Neutral
Delivering and defending: health, social care & support				Neutral

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

Making Lewisham greener			Positive	
Building safer communities			Positive	
Good governance and operational effectiveness			Positive	

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

1. Proposal Overview	
Proposal title:	Changes to Leisure Concessions for Older People
Reference:	E-14
Lead officer:	James Lee
Ward/s affected	All wards
Cabinet portfolio	Cllr Andre Bourne, Culture
Scrutiny committee/s	Healthier Communities Select Committee

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

3. Contextual Information			
Which service area/s are in the scope of the cuts proposal?			
The Council currently offers various concessions including “Be Active” and free access to its gyms and swimming pools for those aged over 60 or in receipt of disability benefits.			
What is the controllable budget of the service area/s?			
Budget Type	Spend (£000)	Income (£000)	Net Budget (£000)
Leisure contracts budget is being rebuilt year on year but this proposal reflects a real reduction in spend transferring to a base budget reduction (due to surplus being generated across the contracts overall in 23/24.			
What is the staffing profile of the service area/s?			
None.			

4. Cuts Proposal				
What changes are proposed to the service area/s?				
<p>Under this proposal we could continue to provide some concessions such as the Be active scheme. The provision of “free swim and gym” would continue for people in receipt of disability benefits but not for all over 60s. For this option the saving across the GLL sites would be c£170,000 with an overall savings of at least £190,000 anticipated across all sites.</p> <p>The GLL figures have been based on the below assumptions:</p> <ul style="list-style-type: none"> • Total annual usage estimated at 611,170 • 60+ and people in receipt of disability benefits usage reflects 16% of total usage (97,787) • Assume 70% of 60+ and people in receipt of disability benefits will continue to use service if they have to pay (68,451) <p>Over 60s would move to existing concessionary pay and play and membership rates.</p> <p>The saving would be implemented in October 2022 in line with any extension of the GLL contract and at the same time (contracts allowing) at Downham.</p>				
Are there any specific staffing implications?				N
What level of saving will be achieved? (NET OF ANY CAPITAL OR REVENUE INVESTMENT)				
Proposal strand	2022/23	2023/24	2024/25	TOTAL
	95k	£95k	Full savings taken from	£190k

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

			base budget.	
TOTAL				£190k
% Net Budget				
Does proposal impact on:	General Fund	HRA	DSG	Health
	Y	N	N	N
If yes, please describe impact:				
What are the potential delivery risks and mitigation?				
<p>Higher than anticipated drop off will have a financial impact with secondary implications for health and social care due to decreased level of physical activity amongst target groups.</p> <ul style="list-style-type: none"> Mitigated through targeted marketing to increase overall cohort aware of the service alongside continued improvement in service standard to make the offer more attractive for those now required to pay. Drop off could be mitigated by retaining free access for those on benefits but this would reduce saving and increase administrative burden <p>There are reputational risks associated with reducing the concessions available to vulnerable groups.</p> <ul style="list-style-type: none"> This will be mitigated by highlighting the remaining concessions available and wider physical activity available for free in our parks and open spaces. “Be Active” concessions will continue to be available Communication will need to focus on the ongoing cuts from central government, the impact of Covid on leisure services and the need to target our services at those most in need (i.e. it is generally accepted that not all over 60 year olds require a concession and some are able to pay). 				
Are there any specific legal implications?				
No.				
Is public consultation required (formal/statutory)?			N	

5. Impact & Outcomes

What is the likely impact of the proposed changes?

Service Users

As outlined above there is likely to be a drop off in the number of users as a result of this cut. This is estimated to be approximately 30% of the current usage. It is anticipated that this will be a mixture of those in most financial need and those least committed to the activity.

Staff

Employees of both the Council and the leisure providers are likely to have to deal with a number of complaints and concerns from those who previously accessed the services for free – particularly during the transition period.

Other Council Services

If the removal of the concession leads to significant numbers of individual with poor health from discontinuing their use of the gym and swimming pool there may be some impact on health and social care services.

Partners

The removal of the concession will reduce some administrative burden from the leisure providers but complaints and concerns are likely to increase – particularly during the transition period.

Are there any specific equalities implications?

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

THEME F

1. Cuts proposal	
Proposal title:	Changes to Children’s Social Care services
Reference:	F-02
Directorate:	CYP
Director of Service:	Lucie Heyes
Service/Team area:	Children’s Social Care
Cabinet portfolio:	Children’s Services and Schools Performance – Cllr Barnham
Scrutiny Ctte(s):	Children and Young People Select Committee

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

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
A range of services and functions sitting within Children’s Social Care and in particular the budget for providing placements for children and young people in care or who are care leavers. This budget is currently over-spending.
Cuts proposal*
1. <u>DEMAND MANAGEMENT: Reduction of children in care (CLA)</u> Historically the rate of Children looked after in Lewisham has been high compared to other London Borough’s (2018/19 Lewisham r = 72, 2019/20 r = 69. London r= 64). Through 2019, various steps were taken to prevent the overall number of CLA increasing, by reducing the number of new entries to care. This work continues and is being further strengthened by developing stronger Edge of Care Family Support services to support children to stay safely within their families. Through 2020 additional steps are being taken to move existing CLA into other permanent care arrangements e.g. Special Guardianship Care. There will be a period of approximately 5 – 7 years where the current high numbers of CLA have to work through the care system to adulthood and beyond Care Leaver status. Impact of this action is estimated to save up to £1m per year, initially £0.5m in the first two years.
Mitigating Actions for 21/22
Actions currently underway have generated a significant reduction in expenditure. The actions listed above should continue with this direction of travel.

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

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4. Impact and risks of proposal

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

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

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

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	56,103	-3,834	52,269	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Reduction of children in care	500	500	1,000	2,000
Total	500	500	1,000	2,000
% of Net Budget	2.9%	2.9%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	No	No	No	No
If DSG, HRA, Health impact describe:				

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

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

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

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

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

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

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10. Legal implications

State any specific legal implications relating to this proposal:

None

11. Summary timetable

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

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

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1. Cuts proposal	
Proposal title:	Waste Minimisation for 2023 - 2024
Reference:	F-16
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Zahur Khan – Director, Public Realm
Service/Team area:	Commercial Operations
Cabinet portfolio:	Environment and Transport - Cllr McGeevor
Scrutiny Ctte(s):	Sustainable Development Select Committee

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

3. Description of service area and proposal
<p>Description of the service area (functions and activities) being reviewed:</p> <p>We have successfully submitted our Reduction and Recycling Plan (RRP) to the Mayor for London, setting out how we contribute to his targets as per the London Environment Strategy. What is absent, however, is a more detailed and specific Lewisham focussed approach. In particular, a comprehensive delivery plan that enables us to be able to fully understand the opportunities and challenges within the Borough to successfully reduce the environmental and financial cost of waste.</p> <p>We now urgently need to start on a new Lewisham Waste Strategy and Delivery Plan. This will pick up on the need to reduce waste, to work towards a wider circular economy as well as the 3 Rs (Reduce, Recycle and Reuse). The Council has already recognised that this needs to be undertaken but we need to ensure that this is prioritised and supported corporately. A number of specific elements of this are considered urgent:</p> <ul style="list-style-type: none"> • Participation and Composition Surveys to understand the blockages and potential within waste streams and able to inform the direction of priority and necessary resource. • Establishment of a Blocks resource to move on the estimated 40% of properties within the borough that are in blocks, regardless of tenure. • To review and implement a clear policy and recommendation for new developments and build. • To ensure that the above will all run in parallel with the main Strategy and Delivery Plan. The main strategy will identify further areas for improvement and expansion by location, tenure and type. It is critical that that colleagues in

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

Housing and RPs are fully involved in this process and that we co-produce any pilots, trials and fully implemented schemes.

- Commencement of the tonnage/financial model with corporate colleagues along with stronger governance of Lewisham as a unitary authority to recognise the impact that waste has on the Councils financial resource.
- The focus must be waste minimisation and reuse followed by recycling and look towards, wherever possible, a circular economy
- Work with other similar unitary authorities or waste authorities for partnership approach going forward from sharing procurement opportunities to a possible quasi/informal waste authority, to reduce costs or to provide alternative approaches, services, uses or disposal routes.
- Introduction of a corporate governance board mirroring the approach from other Waste Authorities and reflecting the importance and scale of the impacts and finances of waste streams and allowing the development robust plans to reduce costs and impact or cost aversion.
- Behaviour Change – This is one of the most important areas for influencing demand on services. The need for a comprehensive Education and Engagement approach around Waste minimisation and then recycling is critical in successfully meeting our ambitions and reducing costs and future cost aversion.

This saving is based upon our new Waste Strategy and Delivery Plan and would look to reduce tonnages produced within the Borough. This requires a mix of extensive engagement and behaviour change, waste restriction on bins and longer frequencies for collections (towards 3 weeks) amongst others.

Cuts proposal*

- Currently the Council provides 180l wheelie bins to street-based properties for their residual waste.
 - Domestic waste to SELCHP for 19/20 was 84,125 tonnes.
 - 60% of properties are kerbside
 - Therefore 60% would be – 50,475 tonnes in 20/21
 - Change the capacity of bins from 180l to 110l would be around a 30% reduction
 - However, it would be sensible to assume some element of this transfer to recycling. If this was via Bywater's this would see this sum impacted. A trial would allow this level of transfer to be assessed and costed, along with evidence from other authorities.
 - The reduction in capacity would also need to be modelled in terms of impact on collection capacity and routing of vehicles and rounds and could see a reduction in resource required, with effective compaction.
- As part of a Waste minimisation campaign, there are 2 options for further investigation and potential implementation:
 - the possibility of extending fortnightly collections to a three-weekly frequency. A full cost analysis and risk assessment to be undertaken. This could be done by targeting pilot projects. The use of pilot projects would

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

provide tangible evidence as to the effect three weekly collections may have moving forward.

- limiting the volume further with the introduction of 110L bins substituted for the current 180l ones. Areas that have done this have seen waste streams adapt and been able to make efficiencies
- We would need to consider the impact on larger families and other agreed needs and provide a clear criterion for any exemptions
- Recommend to trial this in late 2021/22 for evaluation and potential implementation in 2023/24.
- Requires capital investment to swap all bins.
- Potential reduction in size of fleet necessary.
- Other alternative measures to be developed to meet our environment aspirations and efficiencies
- Further work with Resource London

Mitigating Actions for 21/22 onwards

- It is proposed that a service review for environmental operations be undertaken, to provide a full operational and management model for the borough based looking at a menu of options and approaches, using best practice and industry standards. This review would inform the future shape of services and efficiencies including capital requirements
- Development of a Lewisham Waste Strategy and Delivery Plan to inform the shape of future services and approach to waste and recycling within the authority and shaping the proposals with this saving area.
- This is also linked to the growth proposals around an Integrated Intelligence Hub and Environmental Enforcement.

4. Impact and risks of proposal

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

- Potential for fly tipping.
- There will be an increase in the number of complaints by residents.
- Potential for greater savings and cost aversion in future years.

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

- Extensive Communications and engagement around the service changes
- Change in approach to complaints
- We would need to ensure joined up working with Environmental Enforcement.
- Capital investment is required for new bins
- Other alternative measures to be developed to meet our environmental aspirations and efficiencies

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,670	0	4,670	
HRA				
DSG				
Health				

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

5. Financial information				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
	0	0	250	250
Total	0	0	250	250
% of Net Budget	%	%	%	%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Yes	No	No	No
If DSG, HRA, Health impact describe:				

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

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

9. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					Yes
Workforce profile:					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5	5	5			
Sc 6 – SO2	7	7		1 plus 1 grade NK	
PO1 – PO5	2	1.6			
PO6 – PO8	1	1			
SMG 1 – 3	1	1			
JNC					
Total	16	15.6		2	
Gender	Female	Male			
	7	9			
Ethnicity	BME	White	Other	Not Known	
	3	13			
Disability	Yes	No	PNTS	Not known	
		7	3	6	
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	PNTS
	12	1			3

10. Legal implications
State any specific legal implications relating to this proposal:
<ul style="list-style-type: none"> • Government targets for Waste including recycling and minimisation • The Mayor for London's Environment Strategy and its Reduction and Recycling Plan (RRP) process

11. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	Proposals prepared
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021 – March 2023	<ul style="list-style-type: none"> • Development of Waste Strategy • Review of Environmental Operations • Potential Pilots
April 2023	Service Changes implemented

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

1. Cuts proposal	
Proposal title:	Climate Emergency – Parking
Reference:	F-17 and F-18
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Zahur Khan – Director, Public Realm
Service/Team area:	Parking
Cabinet portfolio:	Environment and Transport - Cllr McGeevor
Scrutiny Ctte(s):	Sustainable Development Select Committee

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

3. Description of service area and proposal
<p>Description of the service area (functions and activities) being reviewed:</p> <p>Air pollution is a major public health issue in London and in February 2019, a motion to declare a 'climate emergency' was agreed asking the Mayor and Cabinet to agree a new action to make the borough carbon neutral by 2030.</p> <p>There are two Air Quality Management Areas (AQMAs) declared within the London Borough of Lewisham and eight Air Quality Focus Areas (AQFAs), which are areas with some of the poorest air quality in Lewisham.</p> <p>Road based transport is responsible for a large proportion of nitrogen dioxide and particulate matter emissions and is one of the largest single contributors in areas where national air quality objectives have failed. It is therefore essential to implement actions that will result in reductions in air pollution on the borough's roads.</p> <p>The Council can influence residents' and visitors' choice of vehicle by promoting more efficient and less polluting vehicles through variations in parking charges and the management of parking space.</p> <p>There is a greater demand for parking than there is space available. Parking Zones (PZs) help prevent commuter parking, discourage unnecessary car use and can help contribute to road safety objectives by preventing unsafe parking. Most of the Victorian road network was not built to accommodate widespread car ownership and use which means the Council must carefully manage the supply of on- and off street parking space according to need.</p> <p>The main purpose of a Parking Zone is to effectively manage the supply and demand for on-street parking in an area. In doing so, the Council helps to improve road safety, reduce congestion, improve the local environment, reduce carbon dioxide emissions and improve local air quality.</p>

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

Liveable neighbourhoods can only be achieved by reducing the dominance of the private vehicle primarily through the management of on-street parking.

Cuts proposal*

This proposal falls in 2 parts:

- Climate Emergency – Parking - One of our strongest tools to reduce car dependence and increase more sustainable modes of transport such as walking and cycling, is the use of parking controls. To meet the challenge of the Climate Emergency in Lewisham, extending our CPZs borough wide would be a key tool as part of the Councils approach to tackling the Climate Emergency and reducing the impact of the car on the environment and health. Given the need for development, design and engagement, it is proposed that this would have to be year 3 of the budget cycle, in 2023/24

It would seem sensible to develop this proposal in parallel with an updated Parking and Enforcement Plan (PEP) for Lewisham allowing convergence of relevant climate, environment and transport policy and ambitions.

Currently there are 163 kms of uncontrolled parking within the Borough or 77% of the available public highway. If CPZ's were introduced into these half of these streets, based upon the above policy, over a 2 year period, a by-product of this approach would be annual net income in the region of £4m.

The initial estimated costs have been identified:

- engagement, design and implementation £1 million
- Additional on-going costs enforcement, IT, maintenance back office staff etc. £2 million per annum.

Income has been estimated extrapolating information from our current CPZs and applied to a number of scenarios of coverage.

Table A - Parking income projections

	P&D Net Income	Permit Net Income	Net PCN Income
19/20 Income (23%)	£2,334,541.42	£2,387,585.18	£5,290,380.85
100%	£10,150,180.09	£10,380,805.12	£23,001,655.87
38%	£3,857,068.44	£3,944,705.94	£8,740,629.23
20% or 40%	£771,413.69	£1,577,882.38	£1,748,125.85
Estimated Income	£3,105,955.11	£3,965,467.55	£7,038,506.70

At this stage these are global estimates and it is proposed that further work be undertaken to provide firm figures around implementation and operation. At this stage a placeholder of £1m has been identified for 2023/24.

This proposal could be implemented from 1st April 2023.

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

- Parking – Safety and Congestion – To help manage safety and congestion on the boroughs main roads, a recent study identified 19 sites where box junction enforcement would ensure access at these locations. The study looked at 19 sites over a 5 day period which highlighted in excess of 16,000 contraventions. It is proposed to review all 19 junctions and install a network of 12 mobile cameras at these locations, using capital investment, and rotate them as required, to help manage congestion and emergency access and help towards improving road safety and reducing injuries within the borough and meeting our and the Mayor for London’s targets.

This proposal could be implemented in 2021/22

Start-up costs are estimated in the region of £60k in terms of staffing, Traffic Order making and necessary remarking and amendment of the sites.

A conservative estimate of 5 Parking Charge Notices (PCNs) per day has been used for modelling and then multiplying that figure by 360 operational days a year and then by 12 CCTV cameras. This figure is then multiplied by the average gross income per ticket of £52 which equates to £1,123,200.00. The processing cost of £6.40 per ticket and maintenance cost of £3.61 is then subtracted resulting in a potential surplus in the region £907,000 surplus. At this stage this an estimated cost and potential surplus and a full analysis will be set out in the business case. The business case will be ready in November 2020 with an implementation date of 1st April 2021I estimate that we will submit the business case next month with an insulation date of 4 months.

Given the above it is sensible to consider the financial by-product of adopting this approach would be annual net income in the region of £500,000, subject to the further detailed business case, based on an increased level of compliance.

Once implemented and reviewed, the potential of expanding this function to use enforcement cameras for all of moving traffic offences from banned turns, one ways, no entry’s would seem sensible.

Any net income will be used in line with Section 55 of the Road Traffic Regulation Act 1984 which means it is to be spent making good to the general fund where the parking account was in deficit (up to 4 years), meeting all or any part of the cost of provision and maintenance by the local authority of off and on street parking, meeting cost of public passenger transport services, highway or road improvements, maintenance of the public highway, environmental improvements and implementation of London transport strategy.

4. Impact and risks of proposal

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

- A wide range of positive impacts around environment, from local streetscape to air quality.
- Perceived impact on personal access and business

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

- Not popular with residents and businesses
- Make sure that an effective engagement process that place with communities explain the challenge around climate and the effective actions that local authorities can take

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

4. Impact and risks of proposal

- Make the services as accessible as possible and ensure that local needs and demands are met, where possible
- Reinvestment into local environmental improvements and transport and accessibility initiatives and services
- Provide travel planning and guidance

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,042	10,347	-6,305	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Climate – Safety	250	250		500
Climate – Parking			1000	1000
Total	250	250	1000	1500
% of Net Budget	3.9%	3.9%	15.8%	23.7%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No				
If DSG, HRA, Health impact describe:				

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

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

7. Ward impact

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

8. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	N	Pregnancy / Maternity:	N
Gender:	N	Marriage & Civil Partnerships:	N
Age:	M/L	Sexual orientation:	N
Disability:	M/L	Gender reassignment:	N
Religion / Belief:	N	Overall:	N
For any High impact service equality areas please explain why and what mitigations are proposed:			
<p>The extension of CPZs affects all sections of the community especially the young and the elderly in terms of impact on air quality and health, and assists in improving safety for all road users and achieves the transport planning policies of the Mayor for London and the London Borough of Lewisham.</p> <p>The Council carries out extensive and consultation to ensure that all residents and businesses are given a fair opportunity to air their views and express their needs, and this includes road users. The design of the scheme includes special consideration for the needs of people with blue badges, local residents and businesses.</p> <p>The needs of commuters are also given consideration but generally carry less weight than those of residents and local businesses. Bodies representing motorists, including commuters are included in the statutory consultation required for draft traffic management and similar orders published in the local paper and London Gazette</p> <p>In all of any agreed consultation, issues such carers, the use of new technology, cashless systems, signage and hours of operation will be carefully considered in any subsequent design and implementation, if any scheme is agreed, around the impact on users.</p>			
Is a full service equalities impact assessment required: Yes / No			No

9. Human Resources impact					
Will this cuts proposal have an impact on employees: Yes / No					No
Workforce profile: Both of these proposals would see a funded increase in staffing both within the Council and with the contractor.					
Posts	Headcount in post	FTE in post	Establishment posts	Vacant	
				Agency / Interim cover	Not covered
Scale 1 – 2					
Scale 3 – 5					
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total					
Gender	Female	Male			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

9. Human Resources impact					
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

10. Legal implications
State any specific legal implications relating to this proposal:
Use of surplus income from parking charges and penalty charges is governed by section 55 of the Road Traffic Regulation Act 1984.

11. Summary timetable	
Outline timetable for main steps to be completed re decision and implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc..), implementation:	
Month	Activity
September 2020	Proposals prepared (this template and supporting papers – e.g. draft public consultation paper, equalities assessment and initial HR considerations)
October 2020	Proposals submitted to Scrutiny committees leading to M&C
November to December 2020	Scrutiny meetings held with consultations ongoing
November to December 2020	Consultations undertaken and full decision reports (where required) prepared
December 2020	Proposals to M&C, including Equality & HR assessments
January 2021	Decision reports return to Scrutiny at the latest
February 2021	Final decisions at M&C with the Budget
March 2021	Commence implementation of Safety and Congestion project
September 2021	Review of Safer Lewisham and potential development of the next stage
December 2021	Commence engagement strategy and design process for Climate Change – Parking
January 2022 – January 2023	Engagement, design and decision process
April 2023	Commence implementation of Climate Change – Parking project

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

1. Cuts proposal	
Proposal title:	Emission based charging for Short Stay Parking
Reference:	F-20
Directorate:	Housing, Regeneration and Public Realm
Director of Service:	Zahur Khan – Director, Public Realm
Service/Team area:	Parking
Cabinet portfolio:	Cllr Sophie McGeevor - Cabinet Member for Environment and Transport
Scrutiny Ctte(s):	Sustainable Development Select Committee

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

3. Description of service area and proposal

This is estimated to potentially generating £140,000.

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

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

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

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

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

Mitigating Actions for 21/22

None

4. Impact and risks of proposal

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

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

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

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,041,880	10,397,000	6,355,120	
HRA				
DSG				
Health				
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
CO2 surcharge	70	70		140
Diesel surcharge	50	50		100

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

5. Financial information				
Total	120	120		240
% of Net Budget	0.0018%	0.0018%	%	0.0037%
Does proposal impact on:	General Fund	DSG	HRA	Health
Yes / No	Y	N	N	N
If DSG, HRA, Health impact describe:				

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

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

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

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

Appendix 4 – Previously Agreed Budget Reduction in 2020/21 and 2021/22

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

10. Legal implications
State any specific legal implications relating to this proposal:
Subject to statutory consultation under the Traffic Management Act with regard to introduction and setting a fee.

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

Cumulative impact analysis of Member budget savings proposals for 2023-24

Summary

- 1.1. The purpose of this summary is to provide an overview of how budget savings pro formas requiring Mayor and Cabinet approval have taken account of impacts in the following areas:
 - Equalities (particularly ‘protected characteristics’)
 - Socio-economic impact
 - Impact against Corporate Priorities
 - Impact on the Council’s equality objectives
- 1.2. The contents of this paper, reflect the totality of information that has been provided and by extension, the way in which relevant guidance has been understood and applied.
- 1.3. The expectation is that Equalities Analysis Assessments (EAA) are conducted in accordance with the circumstances set out within the Policy Context section of this paper. This report provides an overview of the circumstances and proposals for which officers are planning to undertake EAAs.

2. Policy Context

- 2.1. The Council has a legal duty under the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. The following equalities characteristics are ‘protected’ from unlawful discrimination in service provision under the Equality Act 2010:
 - Age
 - Disability
 - Gender reassignment
 - Pregnancy and maternity
 - Marriage and civil partnership
 - Race
 - Religion and belief
 - Sex
 - Sexual orientation.

- 2.2. In addition to the General Duty, specific duties include a need to have defined equalities objectives and to publish information to demonstrate compliance with the general equality duty, specifically, information relating to people who share a protected characteristic and who are employed by or affected by the policies and practices of the organisation.
- 2.3. The Single Equality Framework 2020-24 is a delivery vehicle for the Council's corporate equality objectives. As such, it helps to ensure that all of the various activities that are geared towards the delivery of the Corporate Strategy are 'equality proofed'. It also helps to ensure that, where there are gaps in the Council's knowledge, careful and thoughtful analysis can be undertaken, ahead of time, to identify risks and any mitigating action that needs to be taken. Lewisham Council has a strong and clear commitment to equality and a series of specific objectives are set out within the Single Equality Framework. These are as follows:
- To ensure equal opportunities for marginalised and seldom heard communities.
 - To reduce the number of vulnerable people in the borough by tackling socio-economic inequality.
 - To improve the quality of life of residents by tackling preventable illnesses and diseases.
 - To ensure that services are designed and delivered to meet the needs of Lewisham's diverse population.
 - To increase the number of people we support to become active citizens.
- 2.4. The six equality prisms as defined in the Single Equality Framework 2020-24 are set out below:
- Has consideration been given to the 'due regard' duty?
 - Is disproportionality a factor?
 - Is intersectionality a factor?
 - Is unconscious bias a factor?
 - Is the risk of unfairness a factor?
 - Is marginalisation a factor?
- 2.5. The Council's Corporate Equality Policy defines the local arrangements for delivering the above objectives, based on evolving best practice, as part of a 'Living Policy Framework'.
- 2.6. The expectation is that an EAA should be undertaken for all budget savings proposals. For the avoidance of doubt, an EAA is a succinct way of documenting how thinking, reasoning and logic have been applied and does require detailed narrative. Evidence used to inform an EAA should be presented to demonstrate how this has been weighed and measured to reach an informed conclusion about risk and mitigating actions.
- 2.7. The 'Fairer Lewisham Duty' is part of the Council's Corporate Equality Policy.

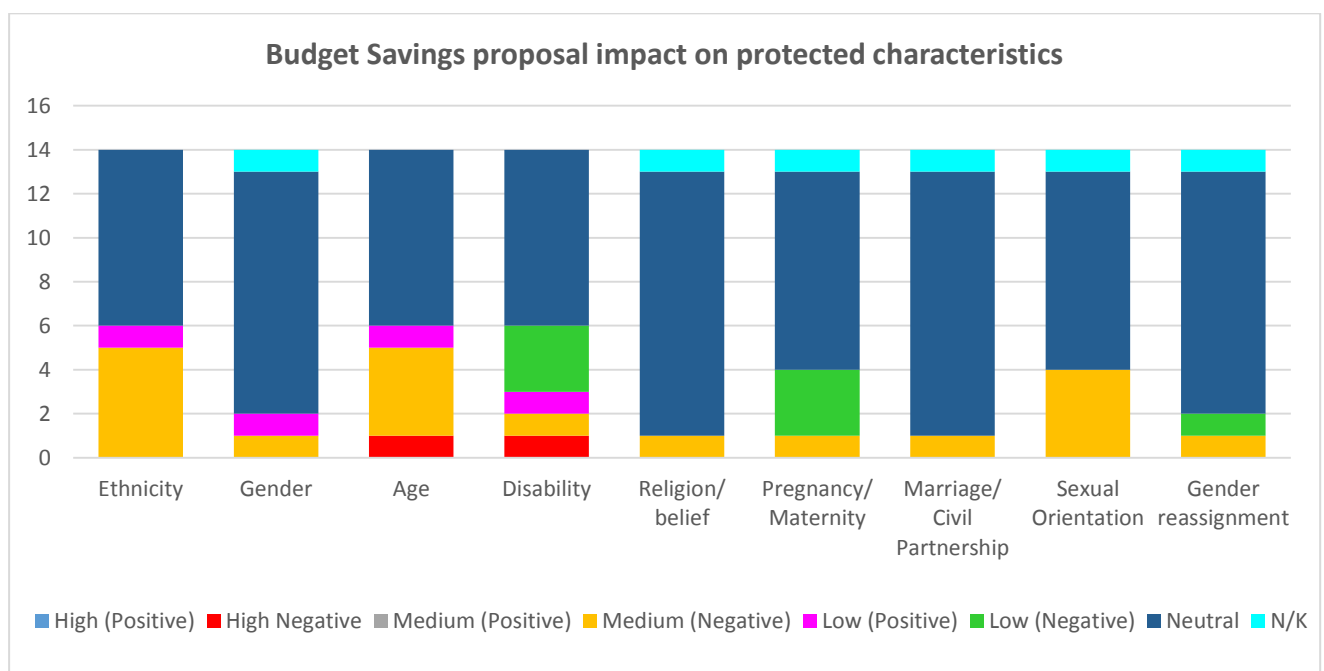
Specifically, it informs the equalities assessment of the likely socio-economic impacts of proposals and decisions on residents and service users.

3. Background

- 3.1. Budget savings proformas contain equalities screening information. It is this data and insight that has been used to inform the analysis of likely cumulative impacts. The purpose of the screening data is to identify impact level against each of the protected characteristics as well as Corporate Strategy priorities. In some instances, mitigating action and data is provided but this is usually limited at the screening phase.
- 3.2. Information from screening is also used to inform an initial judgement with respect to whether or not a full EAA may be required. It is therefore important to ensure that, whilst the savings proforma do not need to be detailed, for equality impact purposes, they do need to contain sufficient information for reliable inferences to be drawn.

4. Impact across protected characteristics

- 4.1. The chart below shows the anticipated impact of Member budget savings proposals across characteristics protected under the Equality Act 2010. Specifically, it shows that as an aggregate, the greater number of savings proposals across all protected characteristics, will have a 'neutral' impact.
- 4.2. There are two protected characteristics where it is judged that the impact will be 'high and negative'. These are 'age' and 'disability'. Savings proposals with a 'medium and negative' impact will affect all protected characteristics, with the greatest number of these affecting 'ethnicity'. Three protected characteristics 'disability', 'pregnancy and maternity' and 'gender reassignment' will be impacted by savings proposal judged to be 'low and negative'.



4.3. For the purposes of this report, those budget savings proposals that are judged to have a ‘high’, ‘medium’ or low’ negative impact on protected characteristics are set out in Table 1 below.

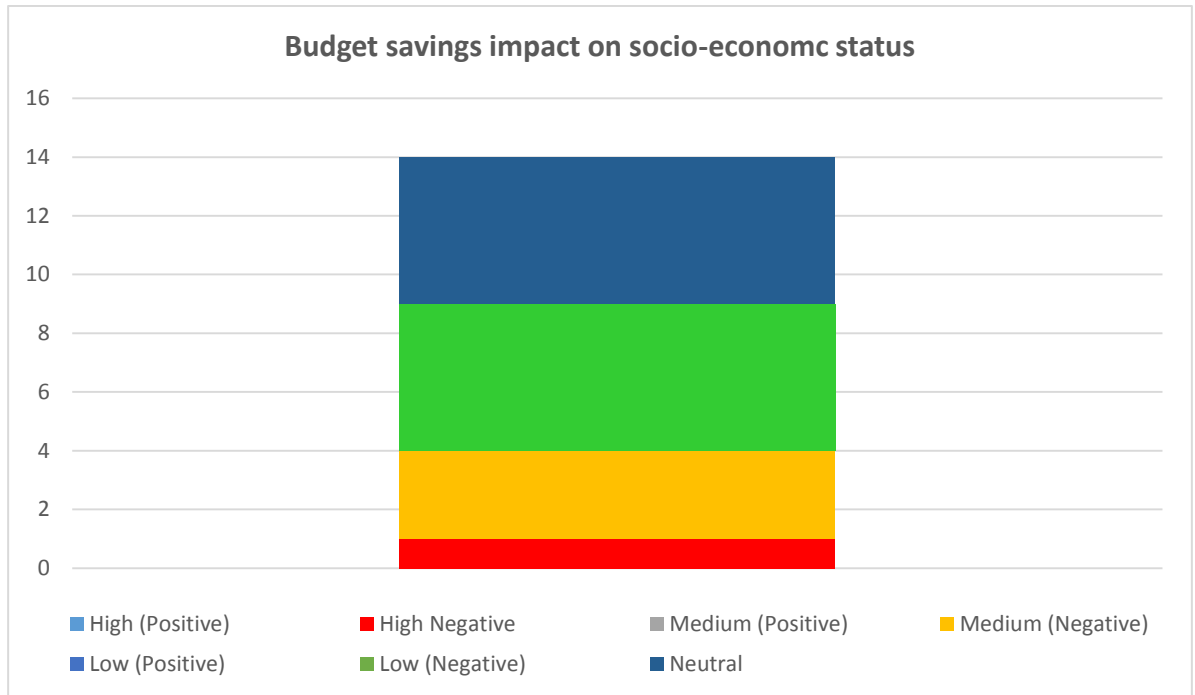
Table 1: Savings proposals with a ‘negative impact’ on protected characteristics

Savings proposal	Impact range		
	High (Negative)	Medium (Negative)	Low (Negative)
NHS health checks		Age Ethnicity Sexual orientation	Disability Pregnancy & Maternity
Sexual and reproductive health services in primary care		Age Ethnicity Sexual orientation	Disability Pregnancy & Maternity
Public Health weight management		Age Ethnicity Sexual orientation	Disability Pregnancy & Maternity
Library and Information Service – Opening hours reduction		All protected characteristics	
Review of the road safety service	Age Disability	Ethnicity	

5. Socio-economic impact

- 5.1. The chart below shows the impact judgement of budget savings proposals against Corporate Strategy Priorities.
- 5.2. Although not a characteristic protected under the Equality Act 2010, consideration has been given to the impact of budget savings proposals on ‘socio-economic status’.
- 5.3. This is particularly important in light of factors such as the high levels of relative deprivation in the borough (Lewisham ranks 63rd nationally and 7th overall in London) as well as the broader context of the ongoing cost of living crisis (Lewisham is below the London average in terms of median household income). In addition, whilst the borough continues its recovery from the Covid-19 pandemic, the Job Seekers Allowance (JSA) claimant count remains stubbornly high, currently more than 12,300 (higher than the March 2020, pre-pandemic total of 8,400, but significantly lower than the March 2021 pandemic high of nearly 21,000).
- 5.4. To better understand the likely socio-economic impacts of budget savings, proposals will be considered through the lens of the ‘Fairer Lewisham Duty’ Guidance, which functions as a socio-economic framework to test and inform thinking. This lens will be applied through the EAA process.
- 5.5. The chart below profiles budget saving impacts on ‘socio-economic status’.

Specifically, it shows that for those savings proposals where a 'socio-economic status' impact has been identified, about two thirds of these will be 'negative' (either 'high', 'medium' or 'low'). Of these, the impact of one proposal is expected to be 'high and negative', whilst the impact of three others is expected to be 'medium and negative'. Five savings proposals, are expected to have a 'low and negative' impact.



5.6. Those proposals judged as likely to have a 'negative' impact on socio-economic status are set out in Table 2 below.

Table 2: Savings proposal with a negative impact on 'socio-economic status'

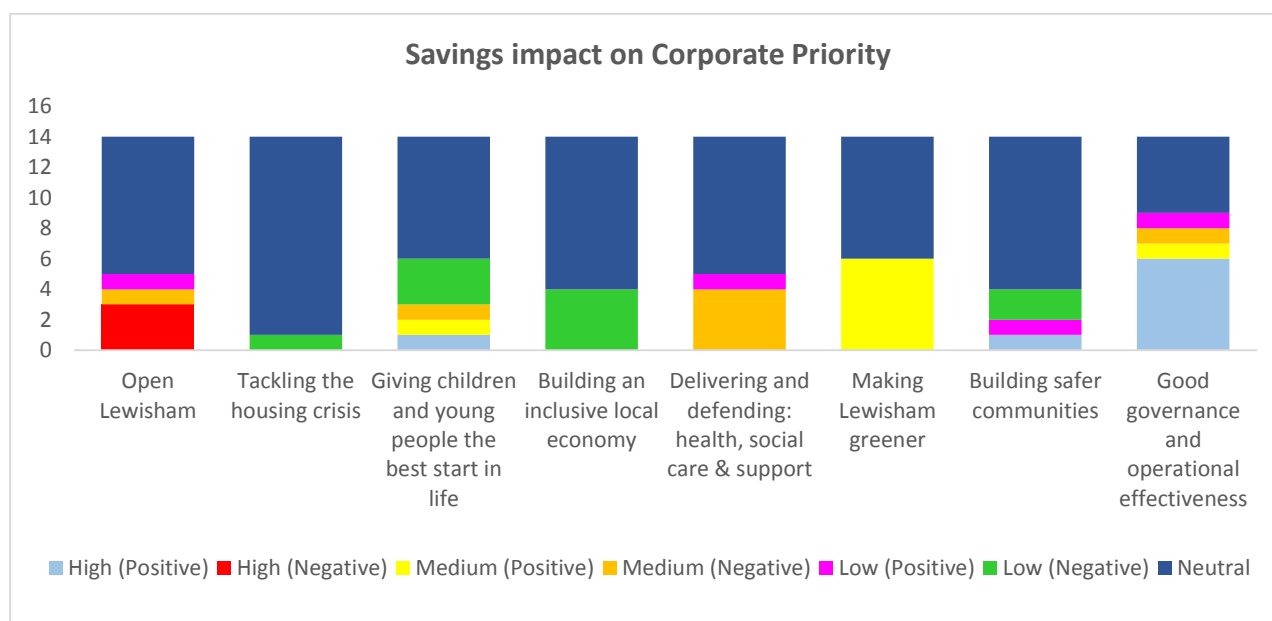
Savings proposal	Impact level		
	High (Negative)	Medium (Negative)	Low (Negative)
Increase charge for bulky waste collections			
Increase charge for fridge/ freezer collections			
Charge for mattress collections			
Charge for replacement of refuse and recycling wheelie bins and food caddies			
Sexual and reproductive health services in primary care			
Public Health weight management			
Reduction in funding to the general fund element of the Children's Centre Budget			

NHS health checks			
Library and Information Service – Opening hours reduction			

5.8. Given the above mentioned challenges, the EAAs that will be prepared as part of the budget savings process, will highlight in greater detail the likely socio-economic impacts of budget savings on protected groups and, as appropriate, look to map these impacts geo-spatially to areas of relative deprivation. This will aid understanding in terms of those communities likely to be affected as well as any mitigating actions that are appropriate.

6. Impact on Corporate Priorities

- 6.1. The chart below shows the impact judgement of budget savings proposals against Corporate Strategy Priorities.
- 6.2. The chart shows that ‘open Lewisham’ is the only Corporate Strategy priority with ‘high and negative’ impacts against it. In total, there are three savings proposals that will have a ‘high and negative’ impact on this priority.
- 6.3. There are four priorities where the impact is expected to be ‘medium and negative’. These are ‘open Lewisham’, ‘giving children the best start in life’, ‘delivering and defending: health, social care and support’ and ‘good governance and operational efficiency’.
- 6.4. Four priorities: ‘tackling the housing crisis’, ‘giving children the best start in life’, ‘building an inclusive local economy’ and ‘building safer communities’ are expected to sustain ‘low and negative’ impacts.
- 6.5. Six priorities show ‘high’, ‘medium and ‘low’ positive impacts, with the ‘good governance and operational effectiveness’ being the only one where the majority of impacts are expected to be ‘positive’.
- 6.6. Overall, the chart shows that across each of the Corporate Strategy priorities, the greater number of impacts will be ‘neutral’.



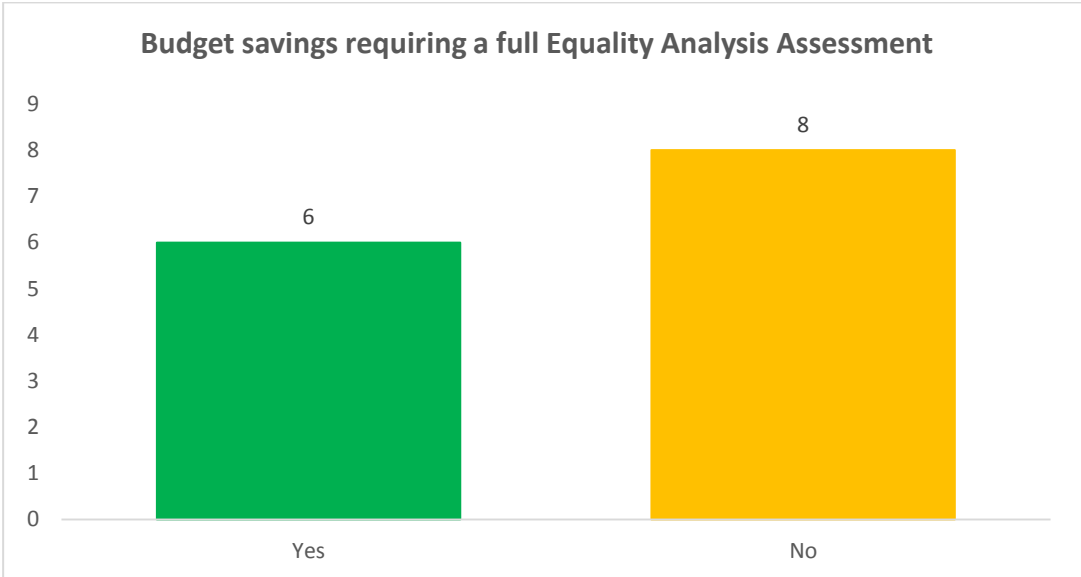
6.7. The specific budget savings proposals with a ‘high and negative’ impact on the Corporate Strategy priority ‘open Lewisham’ are set out in Table 2 below.

Table 3: Savings proposals with a ‘high and negative’ impact on Corporate Strategy priorities

Proposal	Specific priority impacted
Public Health weight management savings	Open Lewisham
Sexual and reproductive health services in Primary Care	Open Lewisham
NHS health checks	Open Lewisham

7. Proposals identified as requiring Full EAAs

7.1. The chart below shows the count of ‘Yes’ or ‘No’ responses to the question ‘whether or not a full EAA is required’ in relation to budget savings proposals.



7.2. At this stage, those budget savings proposals that have been identified for an EAA are as follows:

- Public Health weight management savings
- Sexual reproductive health services in Primary Care
- NHS health checks
- Reduction in funding to the general fund element of the Children’s Centre Budget
- Library and Information Service – opening hours reduction
- Review of the Road Safety Service

7.3. However, the expectation is that all budget savings proposals should be subject to an EAA, whether or not this was the original intention.

8. Initial assessment of impact on the Council’s equality objectives

8.1. Table 4 below presents an initial assessment of the likely impact of Member budget savings on the Council’s corporate equality objectives. The assessment is based on the totality of information provided in the proformas and in particular that relating to likely impacts on protected characteristics (including socio-economic status) and on Corporate Strategy priorities.

8.2. As part of the EAA process, officers will be specifically required to indicate how their proposals will impact on the Council’s equality objectives. The detail of the equality impact in terms of ‘positive’, ‘neutral’ or ‘negative’; the scale, scope severity and of impacts as well actions to mitigate harm, will also be contained within the EAAs.

8.3. The initial assessment is that the impact of budget savings proposals on four of five equality objectives will be ‘negative’, whilst the impact on the other will be ‘neutral’. The risk to equality objectives relates to the socio-economic impact of proposals to introduce charges as well as several other proposals impacting the accessibility of health care provision.

Table 4: Initial assessment of impact on equality objectives

Equality objective	Positive	Neutral	Negative
To ensure equal opportunities for marginalised and seldom heard communities			
To reduce the number of vulnerable people in the borough by tackling socio-economic inequality			
To improve the quality of life of residents by tackling preventable illnesses and diseases			
To ensure that services are designed and delivered to meet the needs of Lewisham’s diverse population			
To increase the number of people we support to become active citizens			

9. Assurance regarding budget savings determined as officer decisions

9.1. As set out in Article 16 of the Council’s Constitution, all decisions, including budget savings proposals considered as part of the 2023-24 savings round, will be subject to the same rigour with regard to equality impact judgements. The expectation therefore is that where a full EAA is required, this will be conducted.

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Safer Stronger Communities Select Committee

Report title: The Lewisham Library and Information Service update

Date:	3 November 2022
Key decision:	No
Class:	Part 1
Ward(s) affected:	All Wards
Contributors:	David Murray, Interim Director of Libraries and Learning Antonio Rizzo, Head of Library and Information Service

Outline and recommendations

The purpose of the report is to update Safer Stronger Communities Select Committee on the strategic positioning of the Library and Information Service as a core enabler of community resilience and delivery agent for corporate priorities set out in March 2022.

Comments and suggestions from the Committee are sought and welcomed on:

- How to engage on optimising opening hours
- Opportunities for further partnership working to optimise the use of library buildings

Timeline of engagement and decision-making

Last reports to Safer Stronger Select Committee dated 3 March 2022, 21 September 2021, and 9 October 2019.

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1. Summary

- 1.1. Following the report of 21 September 2021, the Committee requested a paper on the strategic positioning of the Library and Information Service. A paper was presented and welcomed by SSCSC in March 2022 and this latest paper sets out progress against the issues raised.

2. Policy context

- 2.1. Libraries are free at the point of access, open to all, and form a network of provision that covers all of Lewisham. And because library services across London and nationally have fostered collaborative working over many years, accessing Lewisham libraries also enables access to a richness of resource that spreads far beyond the borough boundaries.
- 2.2. Libraries have also pioneered partnership working and taking services out of the buildings into communities. Visits to schools, home library services and outreach services into many communities have all long been explored in libraries. In a recent poll, librarians were the second most trusted professionals after nurses. Lewisham's service in particular has a long and proud history of change and transformation, and can keep doing so to impact positively on the way the Council supports and enables communities throughout Lewisham. For all of these reasons, the Library and Information Service continues to support all of Lewisham's four strategic themes:
- 2.3. An economically sound future – The Service supports residents and businesses through free public access to WIFI, computers, reference resources and partnerships such as Start-up in London Libraries delivered with the British Library, and much more. And beyond these services, the core offer of reading and literacy underpins children's learning, self-help and skills development for adults and the opportunities around libraries as part of a customer access programme offer efficiency and cost-effectiveness so the Council can optimise scarce resources.
- 2.4. A healthy and well future – The Service actively supports social prescribing, hosts health lectures, promotes national programmes such as Reading Well and unique initiatives such as the Reading Friends aimed at combating social isolation. The service further encourages people to be actively involved, supporting their physical and mental well-being, including opportunities to access free sessions in the libraries, such as Tai Chi, sitting down exercise, yoga and more. For many, the very act of visiting the library, seeing other people and talking to staff and other customers is an enormous benefit. Free to enter, no questions asked about purpose, libraries are one of the few remaining civic spaces that enable an individual to participate in wider society in ways that make them feel safe, secure and part of something bigger.
- 2.5. A greener future – The Service hosts regular events by external agencies that support residents on identifying greener utilities providers, insulation solutions, etc. The Service consistently encourages people to take personal action to reduce carbon emissions and improve air quality and builds in green policies into things like procurement of the courier service used by libraries. With a very established role in information provision, both online and face to face, libraries can play a very dynamic role in reaching all sections of the community to

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promote awareness and action.

- 2.6. A future we all have a part in – Libraries are a free, statutory, universal service and provide access to information and support for residents to read for pleasure or for learning, find information to enable them to make informed decisions or learn about the world and act as either a self or mediated access point to a host of data, entertainment and sources to become digitally engaged. The service has the power to enable others to think and act to realise the aspirations people have for themselves, their families and their communities. Libraries have a long history of acting as agents of social change, either directly or through supporting others. This radical history, borne of books, continues as libraries still act for many as windows onto a world that would otherwise be impossible to see.
- 2.7. Libraries' physical presence in communities is also a powerful symbol – a symbol of a Council that recognises and invests in communities and all they stand for. The library network covers the borough geographically, enabling access for all within a few minutes' walk of either a council or community run library. Working in partnership with other Council services and other organisations, the network of council and community run libraries offer enormous opportunities to build social capital at a community level, and help realise initiatives like 15 minute neighbourhoods and resilient communities in which everyone can be supported to live their best lives.

3. Background

- 3.1. The report to Safer Stronger Communities Select Committee of 9 October 2019 started a conversation on the future of the Lewisham Library and Information Service.
- 3.2. The report to the Committee of 21 September 2021 – as well as providing an update on the achievements of the Service in the years 2019-2021 – looked at the results of the public engagement on the elements that would be of major importance to residents that the Service could positively contribute to.
- 3.3. The report in March 2022 set out the approach the library service would seek to deliver as it sought to cement a post Covid role as a key delivery agent for body corporate and community roles.
- 3.4. This report builds on previous work to update on progress made and outstanding issues.

4. Context

- 4.1. The Library and Information Service operates through a network of four hub libraries (in buildings owned and staffed by the council) and eight community libraries (in buildings managed and staffed by partner organisations). And it offers Archive and Local History as well as Home Library services. The libraries cover the whole of the borough with hubs in Catford, Deptford, Downham, and Lewisham, and community libraries in Blackheath, Crofton Park, Grove Park, Forest Hill, Manor House, New Cross, Torrington, and

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Sydenham.

- 4.2. The Lewisham Model – the collaboration between the council and partner organisations in offering access to library services – is based on the fact that the council is still responsible for the library provision wherever it is accessed from. The council owns the books, shelving, and IT infrastructure that allows the books to be borrowed. The partner organisations support this in exchange for free rent on the premises they occupy to support their own charitable objectives.
- 4.3. Our libraries offer Value:
They are free, offer access to books, technology, information, and services provided by skilled friendly staff
Our libraries are Impactful:
They stimulate aspiration, build understanding of the world and grow strong communities.
Our libraries are Supportive:
They help people and communities progress through vital stages of their development.
- 4.4. Lewisham Libraries offer opportunities to access culture and express creativity (with exhibitions, poetry reading, reading groups), support reading and literacy (from Bookstart programmes for the under 5s to the Reading Ahead scheme for emerging adult readers), foster digital literacy (supporting access to the internet and digital services in libraries and in the home through loanable web enabled tablets), support economic growth (through projects like Start-up in London Libraries and a wealth of free resources for businesses), are embedded in their communities (through community libraries, visits to doctor surgeries, early years settings, older residents' homes), support independent and supported learning (through hosting courses and giving access to online learning), and support health & wellbeing (through links to Macmillan, the Reading Well scheme, health lectures in libraries). Initiatives like City of Stories – with Spread the Word – are a direct way of helping communities work with authors to explore the written word.

5. A strategic vision for the Library and Information Service

- 5.1. At the last SSCSC, officers committed to explore with colleagues, partners and Members a number of key actions - these are set out in Appendix A.
- 5.2. A set of guiding principles were set out in that paper, and using those, the service has delivered some excellent outcomes.
- 5.3. The five key guiding principles were set out as :
- **Make a difference to people's lives** – how the service supports people to meet the aspirations they hold for themselves, their families, friends and communities must always underpin thinking and delivery;
 - **Look out as well as in** – working with partners inside and out of the Council ensures libraries capitalise on the skills of others whilst also adding value;
 - **Recognise the world around** – public services are under extraordinary pressure. Libraries need to earn their right to support and funding by

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delivering on community and borough wide priorities. And flex to do this within a clear vision, set of values and priorities;

- **Make positive choices** – the library service can deliver a lot. But it cannot do everything. It must be brave in offering options for scrutiny and recognising where others can do better, and then focus on where it truly adds value;
- **Be brave, be bold, be open** – public libraries have been around for 150 years and prospered because they have sought and found new roles that deliver recognisable difference. That need is greater than ever.

- 5.4. The service has gradually re-opened post Covid. Whilst still not delivering the opening hours pre-Covid – over 80 hours a week – the service is now open six days a week in Lewisham, Deptford and Downham from 9am – 7pm week days and 9am – 5pm on Saturdays, with the same pattern in Catford Library with the addition of Sundays from 10am – 5pm to give a seven day service. With additional staff recruitment underway, it is hoped all libraries will open seven days a week from January onwards
- 5.5. This matters because libraries remain one of the very few free to enter, universally accessible services. And whilst online and digital services are hugely important, the face to face element of libraries delivers a host of outcomes for many individuals within communities. That social and community role continues to make libraries a beacon community service – rooted in and for local communities.
- 5.6. A clear sign of the value of libraries for people is the success of Catford Library. Opened in July 2022, the service is a resounding success, recording 14,000 visits every month since opening with very little sign that usage is decreasing. 1080 members have joined the library and all aspects of the service are flourishing, from use of the computers to visits made to the children’s library through to people asking about use of the spaces for hire. It is a high quality very popular service offer that is resonating with the local community.
- 5.7. The service continues to deliver corporate agendas. For example, as part of the London Borough of Culture, libraries were pivotal in refocussing the programming of the event to ensure that all communities were able to access events and activities. Part of the very successful Discover Lewisham programme, libraries once again used their anchor status in communities to bring what had been previously seen as perhaps too distant a year of culture to people across the Borough. This was followed up by Storytrails, International Literacy Day, Roald Dahl Day, and National Poetry Day events, and more recently, as every year, a programme in libraries to celebrate Black History Month. This clear role in stepping into communities to translate what can sometimes seem remote agendas as a key aspect of the service, and despite many pressures, libraries have not wavered in the commitment since the last Committee meeting.
- 5.8. Similarly, a new programme with the British Library has seen the launch of the Business and Intellectual Property Centre (BIPC Local) in the borough, a great initiative to support new and established entrepreneurs, offering access to high quality business information resources, briefing sessions, networking and partnering opportunities, and more.

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6. Potential ideas

- 6.1. At the last SSCSC a range of roles for the service was set out an options to explore. The service has continued to do that.

For example, libraries will play a pivotal role in the Warm Welcomes programme. The Warm Welcome campaign is a pan-Lewisham programme to open up warm, local spaces to residents to support our communities through the Cost of Living Crisis.

The Council is developing the campaign in conjunction with the Local Strategic Partnership, which is identifying local spaces that can provide warm spaces free of charge for residents.

The campaign seeks to improve residents' awareness of community spaces and events they can access that can provide comfortable and social experiences without an expectation to spend money. Further, to use such spaces to signpost support available to residents.

We want to make sure these spaces feel inviting and friendly, and that those accessing them do not feel stigmatised, or even that they are 'not for them' – so they'll have a different secondary function – eg 'family homework clubs' or 'cinema nights'.

- 6.2. This builds on work underway to look at digital inclusion – how libraries can help bridge the divide between those with access to digital and online resources and those without. Libraries have always held that role, but now, as part of a corporate programme, that work will draw libraries into a wider web of council services so that referrals, help and support will be broader and deeper.
- 6.3. This mirrors work underway for libraries to play an active role in health agendas – social prescribing, or trying to keep people well for longer and out of the social care world. It is a hugely powerful agenda and libraries have the potential for community and individual mental wellbeing that leisure services have for physical health.
- 6.4. However, there remain real challenges.
- 6.5. At the last SSCSC, it was noted that library buildings exist in a world where many people, rightly, have high expectations of the social, educational and functional spaces they use. People expect the basics to be in place – hygiene, cleanliness, safety, a degree of comfort. It is not acceptable to offer services to communities in spaces that are dirty, unpleasant and uncomfortable. It is profoundly disrespectful. The point was made that how library buildings are maintained is a key question for the Council. Deptford, Catford and Downham are very good spaces that meet the criteria of safe, comfortable spaces. Lewisham Library does not.
- 6.6. There are specific issues around Lewisham Library. The Council awaits the decision from central Government on the Levelling Up Fund submitted for Lewisham that includes a major revamp for Lewisham Library. The decision is due imminently, but issues in central Government mean there is no definite timeline. Meanwhile, Lewisham Library remains a very significant challenge to operate. Plans are now advanced to assess a way forward should the LUF bid

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fail, because there is significant agreement that the state of the library is a matter of concern. This could involve repairing the building or a much bigger programme of work, within the context of extreme pressure on the Council's capital spend.

- 6.7. Budgets available to the service are also under pressure, as they are across the entire Council. With long opening hours and already tight staffing levels, pressure on the service is high. And whilst there is a clear desire to do more, realism is needed about capacity within a service that has seen budgets fall markedly over the last decade. The service is of course not unique in this regard. Current pressures mean looking at opening hours and trying to arrive at an opening pattern that safeguards access whilst ensuring the service operates within the means available to it at a time of extraordinary pressure.

7. Financial implications

- 7.1. The above strategic approach and action plan impact both the revenue and capital funding over the next few years.
- 7.2. The community libraries use the book stock purchased by the Council and occupy their premises rent-free but otherwise receive no financial support.
- 7.3. The Library Services has had to deliver savings of £369k for the 21-22 financial year and a further £72k for the 22-23 financial year giving a total budget reduction of £441k across the last two financial years. These savings were made up of £300,000 delivered through a staff reorganisation and a further £141,000 which was the Library Service share of the additional Corporate Saving top sliced from all staffing budgets. The service net budget in 2021-2022 is £2.6m of which £2.1m is staffing.

8. Legal implications

- 8.1. There are no direct legal implications arising from this report.

9. Equalities implications

- 9.1. Having equitable access to library services across Lewisham is of significant importance. Ensuring the quality of service, stock, resources and support enables greater efforts of library staff to reach all communities and address some of the under-utilisation of various services that recent research has highlighted. Any changes will need an EQIA in line with corporate requirements.

10. Climate change and environmental implications

- 10.1. Libraries have a role to play in supporting climate action.

11. Crime and disorder implications

- 11.1. There are no direct crime and disorder implications arising from this report.

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12. Health and wellbeing implications

12.1. Libraries have a role to play in supporting the health and wellbeing of residents.

13. Background papers

13.1. Reports to Safer Stronger Communities Select Committee of:
[3 March 2022](#)
[21 September 2021](#)
[9 October 2019](#)

14. Glossary

Term	Definition
BIPC Local	A local centre delivering access to the British Library's Business and Intellectual Property Centre services and hosting access to other digital and physical business support resources.

15. Report author and contacts

15.1. David Murray, Interim Director of Culture, Libraries and Learning
Antonio Rizzo, Head of Library and Information Service

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Appendix A

Action lines from SSSC in March 2022 on libraries.

What	What we need to know
Digital inclusion	How to use library IT and staff skills to close the digital exclusion gap?
Skills and work agenda	How do libraries work within a wider network to help build their skills profiles, deliver job readiness or support small businesses?
Resident experience	What role do libraries take to support the new strategy, be part of the service web available and offer spaces where people can feel part of their wider community?
Customer access	How do libraries mediate access to other services and into digital?
Educational attainment for children	How do libraries formalise activities that maintain literacy and learning levels through additional services?
Independent living	Do libraries have a formal role in keeping people out of expensive adult social care by supporting independent living, physical and mental well-being?
Community resilience	What is the role of libraries in building safer, stronger communities where people can feel part of something 'better'?
Culture	What do libraries contribute to a rich cultural life across the borough? How do they collaborate with partners as diverse as the Hornimans and Goldsmiths?
15 minute neighbourhoods and assets	What is the potential around libraries as community anchors?
Community libraries	After a decade of operating, what is working and what could we learn from to improve?
IT	How do we deliver a resilient IT service for all the libraries?
Capital	What are the resources available or options for growing funding to deliver appropriate buildings?
Digital services	What is the role of libraries in Lewisham - as conduits, creators, gateways?
Young people	How do libraries offer safe, welcoming spaces to young people as part of a wider menu of support?
Seldom heard voices	How do libraries reach those who need the service but are not currently using what is available?

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Safer Stronger Communities Select Committee

Report title: Select Committee Work Programme Report

Date: 2 November 2022

Key decision: No.

Class: Part 1

Ward(s) affected: Not applicable

Contributors: Scrutiny Manager

Outline and recommendations

This report gives committee members an opportunity to review the committee's work programme and make any modifications required.

The Committee is asked to:

- To review the work programme attached at Appendix B.
- To consider the items for the next meeting and specify the information required.
- To review the forward plan of key decisions at Appendix E to consider whether there are any items for further scrutiny.

Timeline of decision-making

Safer Stronger Communities Select Committee Work Programme 2022/23 – draft agreed on 16th June 2022

Safer Stronger Communities Select Committee Work Programme 2022/23 – agreed by Business Panel on 19.07.22

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.

Recommendations

- 1.3. The Committee is asked to:
 - To review the work programme attached at Appendix B.
 - Consider the items for the next meeting and specify what evidence is required, including being clear about the information the committee wishes to be included in officer reports.
 - To review the forward plan of key decisions at Appendix E to consider whether there are any items for further scrutiny.

Work Programming

- 1.4. When reviewing the work programme the Committee should consider the following:
- 1.5. The Safer Stronger Communities Select Committee scrutinises the Council's statutory crime and disorder function and has a responsibility for reviewing and developing policy in relation to crime and disorder, equality of opportunity within the borough, community development and the voluntary sector. The scrutiny function includes holding decision makers to account and monitoring the Council's performance
- 1.6. A key part of the Committee's role is scrutinising the Council's statutory role relating to crime and disorder and in particular the review of the Council's Community Safety Plan – the Safer Lewisham Plan. The Committee also has a role in a number of other areas including community partnership and consultation, Equalities and Libraries. The Committee has also led on aspects relating to staff such as reviewing staff survey results.
- 1.7. The Committee's full terms of reference are set out in **appendix A**.
- 1.8. Whether any urgent issues have arisen that require scrutiny. If so, consider to the prioritisation process (Appendix C) and the Effective Scrutiny Guidelines (Appendix D)
- 1.9. Whether a committee meeting is the most effective forum for scrutinising the issue. For example, would a briefing be more appropriate?
- 1.10. Whether there is capacity to consider the item - could any work programme items be removed or rescheduled?
- 1.11. Whether the item links to the priorities set out in the [Corporate Strategy for 2018-2022](#):
 - [Open Lewisham](#) - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.
 - [Tackling the housing crisis](#) - Everyone has a decent home that is secure and affordable.
 - [Giving children and young people the best start in life](#) - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.
 - [Building an inclusive local economy](#) - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.

- [Delivering and defending: health, social care and support](#) - Ensuring everyone receives the health, mental health, social care and support services they need.
- [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 describe how the Council will 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.*

The next meeting

- 1.12. 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.
- 1.13. The Committee should also consider whether to invite any expert witnesses to provide evidence, and whether site visits or engagement would assist the the effective scrutiny of the item.

Agenda Item	Information and analysis required	Review type	Corporate Priority
Safe Lewisham Plan		Performance Monitoring	CP7
Update from local Police and Fire		Performance Monitoring	CP7
Cost of Living Update – Equalities monitoring		Performance Monitoring	All

Scrutiny between meetings

- 1.14. Below is a tracker of scrutiny activity, including briefings, visits and engagement, that has taken place outside of the committee meetings.
- 1.15.

Agenda Item	Date due	Outcome	Corporate Priority
Public Health Approach to Violence Reduction briefing note	Sep 2022		CP7
Budget Information Breifing Note on Community Services Directorate	Sep 2022		CP1
Tour of Youth Offending Service	7 th September		CP7

Referrals

1.16. Below is a tracker of the referrals the committee has made in this municipal year.

Referral title	Date of referral	Date considered by Mayor & Cabinet	Response due at Mayor & Cabinet	Response due at committee

Financial implications

1.17. 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.

Legal implications

1.18. 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.

Equalities implications

1.19. 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.

1.20. 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.

1.21. 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.

Climate change and environmental implications

1.22. 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 Sustainable Development Select Committee)¹. 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.

Crime and disorder implications

1.23. 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.

Health and wellbeing implications

1.24. 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.

Report author and contact

If you have any questions about this report please contact: Katie Wood, 020 8314 9446
katie.wood@lewisham.gov.uk

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

Appendix A – Safer Stronger Communities 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.

The Safer Stronger Communities Select Committee has these specific terms of reference:

(a) To fulfil all overview and scrutiny functions in relation to the discharge by responsible authorities of their crime and disorder function as set out in Sections 19 and 20 Police & Justice Act 2006, as amended from time to time, and all other relevant legislation. This shall include the power:

- (i) to review or scrutinise decisions made, or other action taken, in connection with the discharge by responsible authorities of their crime and disorder function,
- (ii) to make reports or recommendations to the local authority or the executive with respect to the discharge of those functions; and

(iii) to make reports and/or recommendations to the local authority with respect to any matter which is a local crime and disorder matter in relation to a member of the authority. A local crime and disorder matter in relation to a member means a matter concerning crime and disorder (including, in particular, forms of crime and disorder involving anti-social behaviour or other behaviour adversely affecting the environment), or the misuse of drugs, alcohol and other substances, which affect all or part of the electoral area for which the member is elected or any person who lives or works there.

(b) make proposals to the Executive to promote equality of opportunity within the borough, including issues of discrimination based on race, ethnic origin, gender, disability, sexuality, age and/or class, including the following matters:-

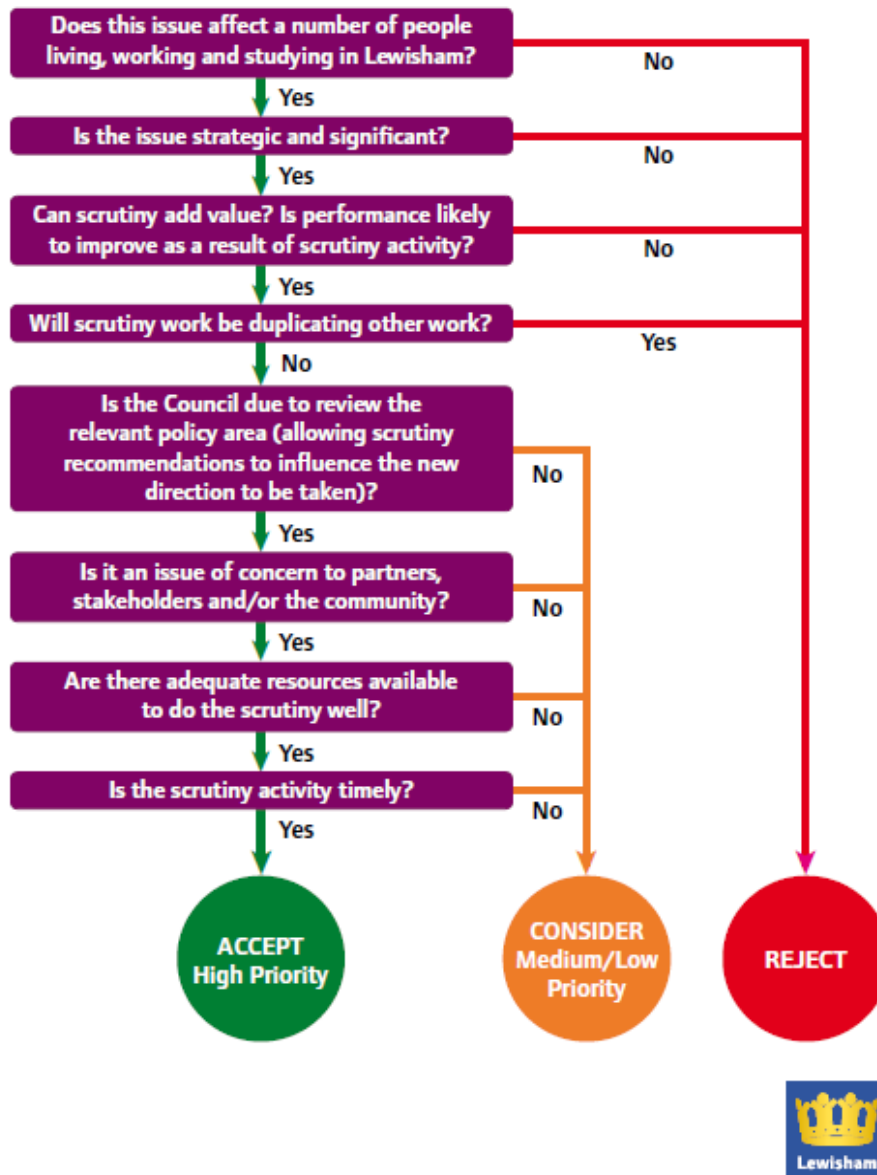
1. to recommend to the Executive, the Council or an appropriate committee, proposals for policy development in relation to equalities issues;
2. to analyse policy options as necessary to inform the proposals to be made to the Executive or other appropriate committee;
3. to advise the Executive or other committee on all matters relating to equality of opportunity both in terms of policy, service provision, employment and/or access to public services;
4. to enhance and develop existing and innovative consultative and/or advisory work for equality of opportunity and to consider issues of inequality and discrimination across the borough;
5. to consider and recommend to the Executive, ways in which participation by disadvantaged and under-represented sections of the community might be more effectively involved in the democratic processes of local government;
6. to pilot methods of consultation and involvement and to report back to the Executive or appropriate committee on their effectiveness with recommendation if appropriate;
7. to establish links with and liaise with external organisations in the borough which are concerned with the promotion of equality of opportunity.

(c) Overview & Scrutiny functions (excluding call-in) in relation to library provision.

Appendix C

The flowchart below is designed to help Members decide which items should be added to the work programme. It is important to focus on areas where the Committee will influence decision-making.

Scrutiny work programme – prioritisation process



Effective Scrutiny Guidelines

At Lewisham we:

1. Prioritise

It is more effective to look at a small number of key issues in an in-depth way, than skim the surface of everything falling within scrutiny's remit. We try to focus on issues of concern to the community and/or matters that are linked to our corporate priorities. We only add items to the work programme if we are certain our consideration of the matter will make a real and tangible difference.

2. Are independent

Scrutiny is led by Scrutiny Members. Scrutiny Members are in charge of the work programme and, for every item, we specify what evidence we require and what information we would like to see in any officer reports that are prepared. We are not whipped by our political party or unduly influenced by the Cabinet or senior officers.

3. Work collectively

If we collectively agree in advance what we want to achieve in relation to each item under consideration, including what the key lines of enquiry should be, we can work as a team to question witnesses and ensure that all the required evidence is gathered. Scrutiny is impartial and the scrutiny process should be free from political point scoring and not used to further party political objectives.

4. Engage

Involving residents helps scrutiny access a wider range of ideas and knowledge, listen to a broader range of voices and better understand the opinions of residents and service users. Engagement helps ensure that recommendations result in residents' wants and needs being more effectively met.

5. Make SMART evidence-based recommendations

We make recommendations that are based on solid, triangulated evidence – where a variety of sources of evidence point to a change in practice that will positively alter outcomes. We recognise that recommendations are more powerful if they are:

- Specific (simple, sensible, significant).
- Measurable (meaningful, motivating).
- Achievable (agreed, attainable).
- Relevant (reasonable, realistic and resourced, results-based).
- Time bound (time-based, time limited, time/cost limited, timely, time-sensitive).

Safer Stronger Communities Select Committee 2022/23

Work Item	Type of review	Strategic Priority	Delivery deadline	16-Jun	13-Oct	03-Nov	17-Jan	02-Mar
Budget	Standard Item	CP1-CP7	Nov-22					
Confirmation of Chair and Vice-Chair	Constitutional requirement	CP1	Jun-22					
Select Committee Work Programme 2022/23	Constitutional requirement	CP1 and CP7	Jun-22					
Introduction to the Safer Communities Service and Statutory role on crime and disorder.	Introduction item	CP1 and CP7	Jun-22					
Adult Learning Lewisham - Equalities	Performance monitoring	CP1	Sep-22					
Staff Survey Results	Pre-decision and Performance monitoring	CP1	Sep-22					
Youth Offending Service and National Probation Service	Performance monitoring	CP7	Sep-22					
Libraries	Performance monitoring	All	Nov-22					
Safe Lewisham Plan	Pre-decision and Performance monitoring	CP7	Jan-23					
Update from local Police and Fire	performance monitoring	CP7	Jan-23					
Cost of Living - Equalities monitoring TBC	performance monitoring	All	Jan-23					
Borough of Sanctuary	Performance monitoring	All	Mar-23					
Single Equalities Framework	performance monitoring	All	Mar-23					
Borough of Culture Legacy	performance monitoring	All	Mar-23					

Information Reports and briefings

Public Health Approach to Violence Reduction	Information	CP7	on-going		sent 7.9.22			
Budget information	Information		on-going		sent 7.9.22			
Borough of Sanctuary	Information	CP1 and CP7	on-going					
Lewisham Disability Commission Report date TBC	Information	CP1	on-going					
Data analysis update on staff survey + Employee Profile	Information		on-going					
Equalities Data/Update on census	Information		on-going					
Update on Fairer Lewisham Duty	Information	CP1	on-going					

	Item completed
	Item on-going
	Proposed timeframe

Corporate Priorities

Priority

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

FORWARD PLAN OF KEY DECISIONS

Forward Plan November 2022 - February 2023

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. 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.

January 2022	Contract for Statutory Funeral Provision	28/06/22 Executive Director for Community Services	Corinne Moocarme, Joint Commissioning Lead, Community Support and Care, Community Services, LBL and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	Digital Infrastructure Fibre	28/06/22	and Councillor Amanda		

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
	Wayleave	Executive Director for Corporate Services	De Ryk, Cabinet Member for Finance and Strategy		
May 2022	Expert Assessors services for Concessionary Award Schemes	28/06/22 Executive Director for Corporate Services	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	Expert Assessors Services for Concessionary Award Services	28/06/22 Executive Director for Corporate Services	and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
May 2022	Procurement of a replacement Housing Management System and implementation of a Customer Relationship Management System.	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	Procurement of Learning and Development Services Provider	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	Procurement of Replacement Housing Management System and implementation of Customer Relationship Management System	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	Authority to procure ASD Post Diagnosis Parent Support	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School		

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
			Performance		
June 2022	Authority to Procure Mediation and Disagreement Resolution Service	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	Authority to procure SEN and Disabilities Advice and Support Services	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	Authority to Procure SEN Transport - Dynamic Purchasing System Licence	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	Authority to procure Specialist Short Breaks - Mentoring Programme	19/07/22 Executive Director for Children and Young People	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	Approval for s106 monies to go to Deptford Challenge Trust	14/09/22 Mayor and Cabinet	and Councillor Kim Powell, Cabinet Member for Businesses, Jobs and Skills		
June 2022	Carer Information Advice and Support Services - permission to procure	14/09/22 Mayor and Cabinet	Joanne Lee, Contracts Monitoring Officer and Councillor Paul Bell, Cabinet Member for Health and Adult Social		

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
			Care		
June 2022	Reduction and Recycling Plan 2023-2025	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	Award of a Contract for Microsoft Licences.	Not before 11/10/22 Executive Director for Corporate Services	Philippa Brewin and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
October 2022	Approval to procure for the provision of pre-paid card accounts	02/11/22 Executive Director for Corporate Services	Adeolu Solarin, MARAC Co-ordinator and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	Award of Contract (Stop Smoking Service)	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		
June 2022	BfL Appropriation for Planning purposes	02/11/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Sophie Davis, Cabinet		

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
			Member for Housing Management and Homelessness		
February 2022	BfL Programme - Approval to enter into contract	02/11/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	Consultation on a borough-wide Public Space Protection Order	02/11/22 Mayor and Cabinet	and Councillor Andre Bourne, Cabinet Member for Culture and Leisure (job share)		
August 2022	Contract Variation and Contract Award for Specialist Sexual and Reproductive Health Services	02/11/22 Mayor and Cabinet	Iain McDiarmid and Councillor Juliet Campbell, Cabinet Member for Communities, Refugees and Wellbeing		
June 2022	Highways and Traffic Works Partnering Contract	02/11/22 Mayor and Cabinet	Zahur Khan, Director of Public Realm and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
June 2022	Highways Planned and Unplanned Maintenance Contract	02/11/22 Mayor and Cabinet	Zahur Khan, Director of Public Realm and Councillor Louise Krupski, Cabinet Member for Environment and Climate		

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	Launch of Lewisham Climate Action Bond	02/11/22 Mayor and Cabinet	and		
August 2022	Management of Parks and Open Spaces	02/11/22 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and		
August 2022	Oak Hill Nursery expansion of Commercial Lease into Designated Children Centre	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	Permission to Tender Lawrence House Ground Floor Refurbishment Works	02/11/22 Executive Director for Housing, Regeneration & Environment	Gavin Plaskitt, Programme Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
August 2022	Request to award Rough Sleeper Initiative Year 5 services Part 2	02/11/22 Executive Director for Community Services	Jonathan Scarth and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
June 2022	Service Charge Policy	02/11/22 Mayor and Cabinet	Fenella Beckman, Director of Housing and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		

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	The Corporate Strategy (2022-2026) of Lewisham Council	02/11/22 Mayor and Cabinet	Salena Mulhere, Assistant Chief Executive and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
August 2022	Walsham - Budget Requirement	02/11/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
August 2022	Award of Corporate Estate Maintenance Contract Phase 2	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	Award of Corporate Estate Maintenance Programme Phases 1 & 2 works contract	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	Meliot Centre Relocation Contract Award	Before 15/11/22 Executive Director for Housing, Regeneration & Environment	and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	Approval of the Lewisham Local Plan (Regulation 19 'Proposed Submission'	23/11/22 Council	David Syme, Head of Strategic Planning 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
	document for public consultation				
June 2022	Approval to appoint operator for concessions contract at Beckenham Place Park Lake	Not before 01/12/22 Mayor and Cabinet	Vince Buchanan, Green Spaces Contracts Manager and Councillor Andre Bourne, Cabinet Member for Culture and Leisure (job share)		
June 2022	Accommodation Procurement Strategy	07/12/22 Mayor and Cabinet	Fenella Beckman, Director of Housing and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
May 2022	Approval for the Local Development Scheme (LDS)	07/12/22 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	Approval of the Lewisham Local Plan - Regulation 19 Proposed Submission document for public consultation	07/12/22 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	Award report for NHS Health Checks provision	07/12/22 Mayor and Cabinet	Iain McDiarmid and Councillor Juliet		

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
			Campbell, Cabinet Member for Communities, Refugees and Wellbeing		
August 2022	Award report for NHS Health Checks provision	07/12/22 Mayor and Cabinet	Iain McDiarmid and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
August 2022	Award reports for Adult Weight Management Services: Universal Offer; Targeted Offer	07/12/22 Executive Director for Community Services	Iain McDiarmid and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
August 2022	Brownfield Land Release Fund (BLRF)	07/12/22 Mayor and Cabinet	Monique Wallace, Planning Manager, Strategic Housing and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
October 2022	Building for Lewisham Programme Delivery	07/12/22 Mayor and Cabinet	Patrick Dubeck, Director of Inclusive Regeneration and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
October 2022	Change in designation of the Rushey Green Primary School SEN provision	07/12/22 Mayor and Cabinet	Matthew Henaughan, Head of Business, Infrastructure,		

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
			Compliance and Education and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
	Contract for Microsoft Dynamics Licences - delegate authority for award	07/12/22 Mayor and Cabinet	Philippa Brewin and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
	Future of Housing Management: Options Review	07/12/22 Mayor and Cabinet	Fenella Beckman, Director of Housing and		
	Motion from Sydenham Local Assembly regarding Bell Green Neighbourhood	07/12/22 Mayor and Cabinet	Winston Castello, Community Enterprise Manager and		
May 2022	On Street Advertising Contract Variation and Extension	Not before 07/12/22 Mayor and Cabinet	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
August 2022	Overview of the Family Hubs and Start for Life Programme 2022-25	07/12/22 Mayor and Cabinet	Serita Kwofie and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
August 2022	Overview of the Family Hubs and Start for Life Programme 2022-25	07/12/22 Mayor and Cabinet	Serita Kwofie and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
June 2022	Part 1 - Recommendation for the delivery of Extra Care Services at Hazlehurst Court, Catford	07/12/22 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Juliet Campbell, Cabinet Member for Communities, Refugees and Wellbeing		
June 2022	Part 2 - Notification of the transfer of Conrad Court Extra Care Housing	07/12/22 Mayor and Cabinet	Beate Hellawell, Scrutiny Manager and Councillor Juliet Campbell, Cabinet Member for Communities, Refugees and Wellbeing		
August 2022	Permission to Award Supported Accommodation services	07/12/22 Mayor and Cabinet	Jonathan Scarth and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
October 2022	Revised Instrument of Government for Sir Francis Drake School	07/12/22 Executive Director for Children and Young People	Genevieve Macklin, Head of Strategic Housing and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	Right to Buyback 2	07/12/22 Mayor and Cabinet	Kathy Freeman, Executive Director for Corporate Resources and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Housing Development and Planning		
August 2022	Valentines Court - Approval to get into contract	07/12/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
October 2022	Approval to procure: School Minor Works Programme 2023 (SMWP 23)	13/12/22 Executive Director for Children and Young People	Jessie Lea, Senior Programme Manager and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	Building for Lewisham Budget requirements Pt1 & Pt2	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	Council Tax Base Report 2023/24	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		

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	Financial Monitoring Period 8	11/01/23 Mayor and Cabinet	Nick Penny, Head of Service Finance and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
	Part 1 - Notification of the transfer of Conrad Court Extra Care Housing	11/01/23 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and		
June 2022	Parts 1 & 2 - Recommendation regarding the delivery of Extra Care Services by Housing 21 at Cinnamon Court Deptford	11/01/23 Mayor and Cabinet	Beate Hellowell, Scrutiny Manager and Councillor Juliet Campbell, Cabinet Member for Communities, Refugees and Wellbeing		
January 2022	Lewisham Autism Strategy	01/02/23 Mayor and Cabinet	Polly Pascoe, Integrated Commissioning Manager and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
	Permission to extend the current lead home care provider contracts	01/02/23 Mayor and Cabinet	Tristan Brice, Associate Director, Community Support and Care and		
June 2022	BfL Programme - Approval to enter into contract	08/02/23 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		

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