

APPENDIX 3 – London Borough of Lewisham Productivity Plan

Summary of requirements

Productivity plans are designed to the Government understand what is already working well across the whole country, what the common themes are, whether there are any gaps and what more we need to do to unlock future opportunities. When writing these plans, Councils are encouraged to think broadly and include reference to not only how you run your organisation, but also how you run the public services you provide and how you provide place leadership.

Councils should ensure their plans are three to four pages in length and set out what they have done in recent years, alongside current plans, to transform the organisation and services. The Government has asked that plans do include information on how Councils will monitor and assess their plans to assure themselves and residents that they will be delivered.

Council's must ensure that there is member oversight and support of plans, and they must be published on the Council's website once completed.

Once completed, plans must be submitted by 19 July 2024, by email, to: productivityplans@levellingup.gov.uk.

Lewisham Council: Productivity Plans	
Date:	July 2024
1. How you have transformed the way you design and deliver services to make better use of resources.	Answer including Monitoring/ Assessment Criteria (If relevant)
a) How has the organisation changed in recent years to become more productive? You may wish to consider what you have done around staffing, structures, operating models etc;	<ul style="list-style-type: none">• A programme of productivity savings was taken in each of 2021/22 and 2022/23 (£6m total). This was to be achieved via a streamlining of operating models and working arrangements post Covid.
b) How do you measure productivity in your organisation?	The Council measures productivity through a range of performance indicators. These include: <ul style="list-style-type: none">• Publicly available corporate performance data which is published quarterly on the Council's website• Budget monitoring which is presented regularly to the Executive Management Team and Cabinet

	<ul style="list-style-type: none"> • Service specific monitoring of service plans and their own key performance indicators. • Value for Money audit reports
<p>c) What changes have you made to improve services, and what effects have those had?</p>	<ul style="list-style-type: none"> • Following a review of opportunities to both improve outcomes for people who need services and also deliver better value, the Council has used real time data to improve how we operationally target casework within Adult Social Care. • We have provided training to empower staff and managers in the use of Adult Social Care casework data, leading to better risk management which has seen us deliver significant improvement in outcomes for residents and save c£5m each year. • The Council has refreshed its values and behaviours, ensuring that all staff are collectively focusing on delivering the best possible service for residents in ways that are accessible for them.
<p>d) What are your current plans for transformation over the next two years and how will you measure the effects of those changes?</p>	<ul style="list-style-type: none"> • The Executive Management Team of the Council meets weekly for budget and transformation discussions. At these meetings a series of KPIs related to transformation projects are discussed and reviewed. • The Council has a series of agreed transformation projects which are regarded as corporate priorities, there are an additional set of transformation projects which are area-specific and take place within Directorates, with regular reviews from the Executive Management Team.
<p>e) What role could capital spending play in transforming existing services or unlocking new opportunities? If you have already used capital spending to boost growth or improve services, we would be interested in learning more.</p>	<ul style="list-style-type: none"> • The delivery of the Bakerloo Line extension would unlock growth within the borough and lead to the creation of more jobs and increased opportunities for residents. • New housing delivery. This would include social housing and affordable housing, PRS and temporary accommodation. All of which would help deliver reduced costs for the Council, particularly in Temporary Accommodation. • Town Centre regeneration under the Levelling Up Fund could transform businesses within the centre of the borough, as well as creating transformation opportunities within our libraries and the wider culture portfolio. • Planned re-development of Catford Town Centre, including the A205 re-alignment could support regeneration and investment into Catford. • Capital spending in Children's Social Care provision would help the Council to reduce its reliance on a constrained market.
<p>f) What preventative approaches you have undertaken and can the value of these be quantified?</p>	<ul style="list-style-type: none"> • Part of the review we have undertaken within Adult Social Care has included ensuring that we have used reablement to optimal effect and measured outcomes for people who have used

	<p>the service. This has ensured both timely access and timely ending of this provision, meaning that we have, on average, reduced the need for longer term care by 9.5 hours per person.</p> <ul style="list-style-type: none"> • The above approach has demonstrated a 50% increase in effectiveness from the baseline position. To the end of March 2024 this has contributed c£3.2m to savings delivered. • Lewisham Council is a participant in the Pathfinder initiative, utilising a government grant to extend and strengthen our preventative children and young people’s work to achieve better outcomes and reduce costs.
2. How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources.	Answer including Monitoring/ Assessment Criteria (If relevant)
a) What are your existing plans to improve the quality of the data you collect; how do you use it and how do you make it available to residents?	<ul style="list-style-type: none"> • The Council shares corporate performance data on its website, so it can be accessed freely by residents. Data is also used in a variety of submissions to Government departments to monitor spend and the effective delivery of a range of services. • There are number of ongoing initiatives across every division to improve data quality, upgrade existing systems and ultimately provide better service to our citizen.
b) Are there opportunities to use new technology to improve workflows and systems, such as predictive analytics and AI?	<ul style="list-style-type: none"> • Yes, the Council is currently developing a new digital strategy which will cover future use of the following technologies/ data applications. In addition to the above, a pilot programme for Microsoft’s Co-Pilot is being reviewed in advance of a potential roll out across the organisation.
3. Your plans to reduce wasteful spend within your organisation and systems.	Answer including Monitoring/ Assessment Criteria (If relevant)
a) how do you approach identifying and reducing waste in the organisation? How do you monitor progress?	<ul style="list-style-type: none"> • Each year as part of budget setting where the Council has had to reduce expenditure it challenges all services to reduce unnecessary or duplicative spend. For example, reduction in stationery and print costs, new mobile phone contracts and an audit of SIM cards. This is monitored via the monthly financial monitoring which tracks achievement of savings.
b) how much time and money do you spend on staff EDI training (internal and external), networks, and other	<ul style="list-style-type: none"> • We currently set aside £8,000 per annum to support the work of staff networks and other staff led programmes. • We do not have any specific EDI champions. However, the Council has a staff change network, consisting of circa 200 members who act as champions for Council-wide initiatives.

<p>programmes? How many EDI Champions do you have as an organisation?</p>	<ul style="list-style-type: none"> • There is no specific budget for EDI learning as any spend on this topic would come from within the Council's overall learning budget as part of delivering to the equalities duty.
<p>c) What percentage of total staff budget is spent on</p> <ul style="list-style-type: none"> - Agency - Consultants? <p>How do you assess value for money on agency & consultancy spend and what are your plans to reduce use / costs? How many of those consultants or agency staff have been in place for over a year?</p>	<ul style="list-style-type: none"> • Lewisham Council spends 16% of its total staff budget on agency workers, and 7% on consultants. • Managers who engage agency workers/consultants are responsible for setting clear objectives for each assignment and should review/measure delivery against these. • 290 agency workers and 3 consultants have been in place for more than one year. • The Council monitors and reviews the use of agency workers with services on a monthly basis. Many longstanding workers are in areas that are difficult to recruit to across the sector e.g. Social Workers, planners etc.
<p>d) What governance structures do you use to ensure accountability of spend?</p>	<ul style="list-style-type: none"> • We have clear financial regulations and procedures which are updated annually, and acknowledgement and compliance with these is provided on a yearly basis by the Council's Senior Leadership Team and Executive Management Team in advance of the start of each financial year. • There is monthly financial monitoring at Executive Management Team meetings, and each of the Council's Directorate's receive monthly financial monitoring. • Financial information is reported on a quarterly basis to Scrutiny and Mayor & Cabinet, where it is published online.
<p>e) Do you share office functions with other councils and if so, how useful do you find this?</p>	<ul style="list-style-type: none"> • Lewisham Council operates an out of office (weekend) / overnight service for Call Point, which is located in Greenwich. This is a small operation involving no more than 3 people on a shift per night. This is a contracted-out service with Greenwich Council dating back to circa 2015. • The Council does share office space with NHS, and doing so has created benefits: <ul style="list-style-type: none"> - Repurposed a building which would otherwise have been empty because the Council has no need for that amount accommodation and would have been paying the hold cost of the site. - The current arrangement with NHS and other partners generates a small revenue to the Council. - The NHS and SLaM use of the old Town Hall has enabled a significant amount of footfall to be retained in Catford post COVID. • The Council operates a shared technology service with the London boroughs of Brent and Southwark.

f) If you share external training costs with neighbouring councils, how do you factor out duplications of service between your council and your upper-tier council (if you have one)?	<ul style="list-style-type: none"> Lewisham Council does not share any external training costs with neighbouring Councils
g) What proportion of your paybill is spent on trade union facility time?	<ul style="list-style-type: none"> During the last financial year 2023/24 a total of roughly 5756 hours (at the time of writing) were spent on Trade Union activities with an estimated cost of £169K. This equates to less than 0.1% of the Council's total paybill.
4. The barriers preventing progress that the Government can help to reduce or remove.	Answer
a) What are the barriers preventing you from improving productivity further within your organisation?	<ul style="list-style-type: none"> Lack of multi-year funding settlements which makes long-term financial planning challenging. Late grant announcements, overly tight ring-fencing of grants and inability to carry grants forward.
b) What are the barriers preventing you from improving services further?	<ul style="list-style-type: none"> Lack of reform/ regulation in the Children's Social Care market, which experiences substantial profiteering. Lack of funding for local government more broadly, and the requirement to consistently make savings year-on-year. Lack of supply within the housing market and an ageing stock coupled with rent and ownership costs being too high as a proportion of personal incomes is causing a general drag on the borough, society and productive investment.
c) Are these barriers consistent across multiple services?	<ul style="list-style-type: none"> Yes, barriers around funding impact all Council services. Since 2010, Lewisham Council has experienced a 23% reduction of its budget in real terms according to London Councils data. The regulatory framework imposed on Councils requires substantial time and capacity commitments from across services, this can reduce the time the Council is able to spend delivering services to residents.
d) What would you need to remove those barriers? What do you need from government, the market or elsewhere?	<ul style="list-style-type: none"> Simplify the regulatory framework which oversees local authorities. Reduce ringfencing and reporting requirements associated with grant funding to empower councils to deliver services in the ways that best suit them. Central Government investment in infrastructure which will unlock growth for the Council, such as the Bakerloo Line extension.