

APPENDIX 2

Theme A: Productivity - Cuts Proformas

DRAFT

1. Cuts proposal

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

2. Decision Route

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

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

This is a cross Council approach affecting all service areas with staffing budgets.

Cuts proposal*

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

3. Description of service area and proposal

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

This will impact all services across the Council.

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

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

Mitigating Actions for 21/22

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

4. Impact and risks of proposal

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

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

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

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

5. Financial information

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

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

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

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

8. Service equalities impact

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

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

No

9. Human Resources impact

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

Yes

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

Not known.

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

11. Summary timetable

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

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

11. Summary timetable

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

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

DRAFT

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

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

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

3. Description of service area and proposal

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

Programme objectives

The initial programme objectives are detailed below.

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

Programme governance

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

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

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

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

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

3. Description of service area and proposal

Structure of the Review

The Review will be structured under the following areas:

Ambition and Prioritisation

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

Capacity

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

Performance management

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

Engagement with Customers

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

Delivery of Outcomes

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

Key Questions

The Review will include a number of fundamental questions:

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

3. Description of service area and proposal

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

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

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

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

Key milestones

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

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

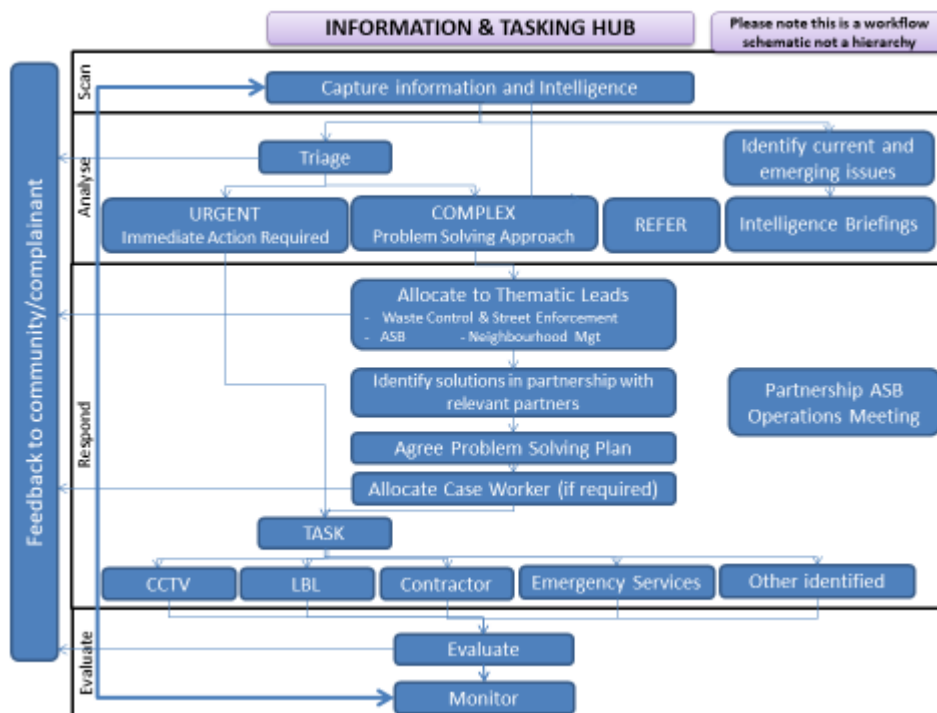
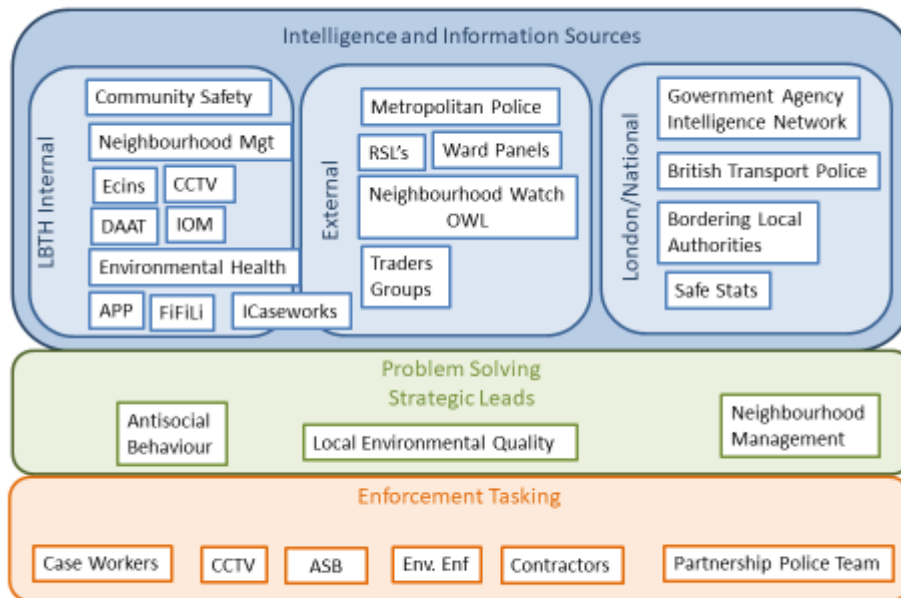
Detailed gap analysis will be undertaken to identify some of the challenges that exist with services in their present state and suggest potential paths that can be taken to achieve the future state. These will be supplemented with benchmarking and the use of models from other authorities.

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

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

3. Description of service area and proposal

Potential high level approach



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

4. Impact and risks of proposal

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

If not reviewed, potential for:

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

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

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5. Financial information

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

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

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

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

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

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

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

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

1. Cuts proposal

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

2. Decision Route

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

3. Description of service area and proposal

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

Across the Council officers claim for work related mileage allowance, use pool/lease cars and take public transport to perform their duties.

Cuts proposal*

The proposal is to make savings from a review of work related travel. The Council has 27 leased pool cars (all hybrid). The total cost for these is £74K pa and includes maintenance, tax and insurance. Our records indicate that these cars do an average annual mileage of 8k. The lease contracts last from 1 – 3 years.

A review of mileage claims on the system found claims for approximately 250K to 300K in 19/20. Replacing the use of private and pool cars or public transport with a car club arrangement and electric bikes could make significant savings to the Council's travel costs and it could also increase the efficiency of officers involved as they may spend less time in traffic or searching for parking spaces.

A detailed review is required to examine the issues and explore the full potential of this saving. The proposed savings are spread over 3 years to allow for the fact this change will require transformation.

4. Impact and risks of proposal

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

4. Impact and risks of proposal

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

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

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

5. Financial information

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

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

1. Good governance and operational effectiveness	Corporate priorities 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	
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7. Ward impact

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

8. Service equalities impact

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

9. Human Resources impact

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

10. Legal implications

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

10. Legal implications

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11. Summary timetable

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

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

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

1. Cuts proposal

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

2. Decision Route

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

3. Description of service area and proposal

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

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

Cuts proposal*

There are currently 2 system control teams within the Revenue and Benefit areas, each providing support and maintenance on the same systems. The proposal would be to create a single, generic unit providing support to both services making efficiency savings of 1.5 FTE, equivalent to £60k

In addition the team are exploring options with the current software provider to award new awards of CTR without the need for input from an officer or the need for clients to submit a claim form or evidence. This would be done for all new universal claimants initially and would result in their automatically receiving a full CTR award based on their income/information we receive regarding their claiming universal credit.

4. Impact and risks of proposal

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

There is no negative impact on service users and partners. There will be an impact on staff as the number needed for processing will reduce and there will be a reduction in the activity needed to oversee and manage the systems.

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

There are very few risks with this and it is more likely that synergies already exist and more will emerge if a single team provide the support and overview of all systems rather than the current arrangement where there is potential for 2 teams to work independently on the same activity on the same systems. There are numerous examples of similar services in other Councils where there is a single team delivering this. The risk should be further mitigated by benchmarking and communicating with other councils / services to learn and understand how they operate successfully.

4. Impact and risks of proposal

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

5. Financial information

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

6. Impact on Corporate priorities

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

7. Ward impact

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

8. Service equalities impact

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

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

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

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

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

11. Summary timetable

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

DRAFT

1. Cuts proposal

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

2. Decision Route

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

3. Description of service area and proposal

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

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

Cuts proposal*

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

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

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

4. Impact and risks of proposal

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

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

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

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

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

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

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

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

8. Service equalities impact

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

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

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

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

9. Human Resources impact

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

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

None

11. Summary timetable

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

Month	Activity
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11. Summary timetable

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

DRAFT

1. Cuts proposal

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

2. Decision Route

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

3. Description of service area and proposal

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

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

Cuts proposal*

There are around 70 staff working on benefit and council tax administration. Many of the activities are undertaken in specialist groups although there is much duplication of effort where staff from both services would be working on specific activities for the same claim e.g. council tax staff working on accounts, changes and exemptions / discounts while Benefit staff could be working on the same account when awarding council tax reduction. By introducing generic working, one member of staff having been fully trained will process both functions meaning less staff will be required and transaction complete in a single process and without work mobbing between the 2 different services. Meaning significant savings could be made.

4. Impact and risks of proposal

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

This objective should improve performance and therefore there is unlikely to be any impact on service users or partners. There will be an impact on staff as the number needed for processing across both services will reduce although there remains the option to redeploy some of the resource saving elsewhere within the Services.

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

There is no evidence or examples of where this generic approach has been successfully implemented elsewhere so this transition within these particular service areas is new. There will be limited options for benchmarking or learning from elsewhere so we would need to ensure tight and careful planning and project management to maintain performance and secure the potential savings from this.

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

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

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

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

8. Service equalities impact

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

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

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

No

9. Human Resources impact

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

YES

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

None

11. Summary timetable

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

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

11. Summary timetable

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

DRAFT

1. Cuts proposal

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

2. Decision Route

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

3. Description of service area and proposal

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

The Housing Services division has benefited from the introduction of two new IT systems – Assure in Licensing and Locator in Housing Needs and Procurement.

Cuts proposal*

This proposal brings forward efficiency savings that have resulted from the introduction of the Assure system. The Assure system provides a self-service portal for landlords to submit and to track their applications which has reduced the workload on the coordinators. This has led to a reduction in staffing needs and the opportunity to reduce dependency on agency staff or staff on temporary contracts to support with additional administration duties. In addition, the Licensing and Housing Enforcement Service Manager role is currently vacant as the council has paused the implementation of the new licensing regime. This proposal offers a total £202,111 from vacant roles within the service.

If additional staffing resources are needed to support an expanded licensing regime in the future, the cost of staff will come from income earned from licensing fees.

Mitigating Actions for 21/22

4. Impact and risks of proposal

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

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

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

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	33,422	28,777	4,645	
HRA	?	?		
DSG	NA	NA		
Health	NA	NA		
Cuts proposed*:	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Licensing and Housing Enforcement	202			202
Total	202			202
% of Net Budget	4.4%	%	%	4.4%
Does proposal impact on: 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
2. Building Safer Communities	1. Open Lewisham
3. Tackling the Housing Crisis	2. Tackling the Housing Crisis
4.	3. Giving Children and young people the best start in life
5.	4. Building an inclusive local economy
6.	5. Delivering and defending: health, social care & support
7.	6. Making Lewisham greener
8.	7. Building safer communities
	8. Good governance and operational effectiveness

7. Ward impact

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

8. Service equalities impact

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

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

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

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

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

No

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

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

11. Summary timetable

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

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

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

1. Cuts proposal

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

2. Decision Route

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

3. Description of service area and proposal

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

IT and Digital Services:

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

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

Public Services:

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

Cross Council:

3. Description of service area and proposal

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

Cuts proposal*

IT and Digital Services:

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

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

Public Services:

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

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

Cross Council:

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

4. Impact and risks of proposal

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

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

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

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

5. Financial information

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

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

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

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

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

8. Service equalities impact

Age:	Low	Sexual orientation:	N/A
Disability:	Low	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	

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

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

9. Human Resources impact

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

Workforce profile:

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

10. Legal implications

State any specific legal implications relating to this proposal:

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11. Summary timetable

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

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

11. Summary timetable

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

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

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