

APPENDIX B

SUPPORTING NARRATIVE FOR BUDGET PROPOSALS

CHIEF EXECUTIVE

Overview

- B.1. The Chief Executive's department comprises the Regeneration, Planning and External Affairs divisions along with the Chief Executive's Office.
- B.2. The department leads on the council's delivery of regeneration and building a strong local economy, which is bringing about thousands of new homes, jobs and opportunities across the borough, making our neighbourhoods places in which people are proud to live and work.
- B.3. The total general fund revenue budget for the department is £8.720m. Savings proposed for 2017-18 financial year are £1.058m. These will be achieved through more efficient and smarter ways of working including staff reorganisation, management reconfiguration, better use of resources and proposals to raise income.

Regeneration

- B.4. Regeneration has identified total savings of £251k for 2017-18.
- B.5. Savings of £108k arise from a re-alignment of the staffing structure and reduction in running expenditure.
- B.6. The division will be seeking to maximise its income, generating additional income of £108k from a review of rents charged for commercial properties.
- B.7. Further income of £35k will be generated from charging for services provided through partnerships associated with major regeneration projects across the borough.

Planning

- B.8. Planning has identified total savings and additional income of £425k.
- B.9. Savings of £75k will arise from a review of the organisational staffing structure.
- B.10. Additional income of £350k will be generated from a number of sources. These include additional Community Infrastructure Levy (CIL) administration fee income, a review of planning fees to bring Southwark more in line with other central London boroughs as per the MTRS, and provision of additional in-house planning consultancy services.

External Affairs Division

- B.11. The new External Affairs Division incorporates the Cabinet Office and Communications. The office was formed following the reorganisation of the Chief Executive Office in 2016 and the subsequent reconfiguration of functions that provide support for cabinet members, with the administrative function, forming

part of a wider policy and communications team to jointly support cabinet and the council's communication with residents and the wider public. The Division will manage marketing and campaign spending by overseeing expenditure which currently sits in departmental budgets..

B.12. The External Affairs Division, which has a net budget of £1.523m, is proposing total savings of £382k.

B.13. Savings will be achieved through a review of functions and activities that take proper account of future expectations for the office and delivery of Council Plan targets.

Equalities Assessment

B.14. As specific proposals are brought forward, and at each stage of implementation thereafter, the impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.

CHILDRENS' AND ADULT'S SERVICES AND PUBLIC HEALTH

Overview

- B.15. Children's and Adults' Services represents approximately two thirds of the council's budget. The department delivers statutory functions on behalf of the council to our most vulnerable local residents. This is against a backdrop of rising demand and interdependencies with other public services, most notably the NHS, and a reduction in government grants. Southwark council is committed to safe services and high quality care and has introduced arrangements to support this commitment such as the Southwark Ethical Care Charter and safe caseloads for social workers. This comes at a cost and, whilst it is right to do this, it is not recognised in funding to the council from government.
- B.16. The department is managing a large programme of efficiency initiatives and is mindful that the pace of change must allow for the correct fulfilment of obligations to appropriate consultation, procurement and value for money assessments, and implementation in ways that appropriately mitigate inherent risks and treat our residents with dignity and respect.
- B.17. Some of the planned efficiencies are contingent on cooperation by NHS partners, transforming care pathways and the NHS fairly sharing the cost of care in the community for health care needs. Some savings originally profiled in February 2016 to take effect in 2017-18 and 2018-19 have been deferred by one year to allow for continued engagement with NHS partners to achieve the required outcomes.
- B.18. The department has strong plans to achieve savings in the medium term, including in collaboration with the council-wide Modernise programme and working with the community and voluntary sector in Southwark to redesign the local offer to residents. The department has also identified for 2017-18 new efficiencies totalling £3.6m and savings of £4.4m, due to the council's need to provide services within a reduced funding settlement from government.

Education

- B.19. The service is funded by a combination of Education Services Grant (ESG), Dedicated Schools Grant (DSG) and core budget. For 2017-18 there are significant changes to ESG of £2.6m which funds a combination of direct education related services and support costs, some of which relates to retained duties for all schools and some for general duties relating to our maintained schools. With ESG rolled into DSG and new specific grants, additional funding is being sought from Southwark Schools Forum and Maintained Schools. This will provide time for a new service delivery model to be developed, to meet new requirements expected from government in 2018-19.
- B.20. For Education core funding there are significant changes in funding occurring. However, measures have been brought forward in 2017-18 to meet cost pressures, most notably with regard to working with Schools Forum to develop and fund measures to help mitigate Special Educational Needs (SEN) Home to School Transport pressures.
- B.21. The DSG largely directly funds schools budgets, SEND provision and also early years settings. A small element of this is retained to fund council services such as Admissions and Behaviour Services. The Education team continues to work

very closely with Southwark Schools Forum and our maintained schools to agree appropriate funding going forward. Funding can be provided centrally across all funding blocks of the DSG but new restrictions are being imposed by the government on Early Years settings. Changes are expected under the new National Funding Formula in 2018-19 meaning that the council will need to develop an approach to how these services are maintained and funded in the future.

- B.22. The council also works with Southwark Schools Forum on the management and allocation of funding for Schools (including Academies and Free Schools), SEN and Alternative Provision providers and Early Years settings. There are pressures across all of the main areas of funding. The government is currently consulting on phase II of its new National Funding Formula and whilst it has indicated that there will be some protection available in 2018-19, significant reductions are being modelled from 2019-20, hitting inner London, including Southwark, harder than elsewhere in the country.

Children's Social Care

- B.23. The service has a budget of £50m, but there are cost pressures with regard to demand for placements, and also with regard to staffing given the need to maintain caseloads at a safe level and the challenges in retaining and recruiting social workers, especially in London. In line with other Local Authorities, the number of children looked after has increased, in Southwark from 475 as at 31 March 2016 to 502 as at 31 December 2016. There has also been an increase in the number of children in residential placements, including secure care, as government reduces its commissioned secure provision. The approach agreed in 2016-17 was that the budget for Children's Services would be protected for three years. Whilst this approach continues for the service it needs to operate within the allocated budget for 2017-18. Management action has been taken and controls are in place. Further plans are being actively developed to evolve the service for even better outcomes and value for money, including for example, innovation bids for Care Leavers and Family Group Conferencing for children open to the service.

Adult Social Care

- B.24. Southwark is proud to be an Age Friendly Borough, supporting our elders and family carers so that later life is enjoyable and that Southwark benefits from their contribution to community life. Older people are being well supported to be able to stay in their homes or in Extra Care Housing with flexible care and support rather than in residential care homes. Treating people with dignity and respect is at the heart of our approach.
- B.25. Southwark Council is investing in the local social care workforce through the Southwark Ethical Care Charter which is ensuring that home care workers are paid the London Living Wage, paid for travel time between calls and offered guaranteed hours contracts rather than zero hour contracts. Whilst this is clearly the right thing to do, there is no government funding for this approach and the cost to the council is around £4m. This is a significant cost pressure but is considered an important foundation to safe and sustainable care for our vulnerable residents.
- B.26. Services to people with learning disabilities and mental health needs continue to be transformed to modernise our services and deliver better value for money.

Non-care elements of support packages (e.g. accommodation and overheads) are being actively reviewed by commissioners to achieve better value. The care elements of support packages are being reviewed by social workers to ensure that they reflect the national eligibility criteria introduced by the Care Act and the best outcomes possible within our resources. Even after proposed changes, Southwark will still be a council that funds these services well compared to our comparator group and our approach is person-centred.

- B.27. Working closely with Southwark NHS Clinical Commissioning Group (CCG), Adult Social Care is continuing to establish integrated community care services in the form of Local Care Networks and joint commissioning will ensure better value for money. Southwark CCG is supporting Adult Social Care, through the Better Care Fund, to deliver system-wide benefits and through the application of Continuing Health Care funding. Our shared values and vision for integrated health and social care, as set out in our local Five Year Forward View, is the pathway and we will navigate the way forward together.

Comparative Spend

- B.28. Southwark's spending on social care can be compared to 15 other London councils which make up Southwark's statistical neighbours. Although there may be some differences in the population make up which could influence these measures, the statistical neighbour group takes account of this. The following figures are taken from official 2015-16 Adult Social Care returns.
- B.29. Southwark is spending 18.9% above the average for Learning Disabilities gross expenditure per head of adult population at £133.01 versus average of £111.91.
- B.30. Southwark is spending 15.8% above the average for direct payments based on gross expenditure per head of population, at a figure of £38.61 versus average of £33.35. If Southwark were able to ensure that care needs were being met but reduced direct payments spend by 10% to £34.75, the council would still funding this at 4.2% above the average.
- B.31. The following weekly unit costs are net, so are affected by both the gross cost and the extent to which there are NHS contributions for continuing health care needs and joint funding.

Type	Southwark £	Average £	Southwark spend to average spend %
residential and nursing care for Younger PD and Younger LD (18 to 64 year olds)	1,340.62	1,237.00	+8.4
residential and nursing care for Older People (65 years and older)	989.91	708.32	+39.8
disabilities and older people together residential and nursing care for all clients	1.132.52	890.12	+27.2

Public Health

B.32. The public health grant supports services for sexual health, substance misuse, obesity, smoking, health checks, children's health visitors, school nursing, free healthy school meals, libraries and community sports. Our ambition for better public health outcomes permeates the council plan and is being delivered at scale across the borough. There has been much commissioning activity to ensure value for money going forward as NHS contracts that novated over to the council on transfer of the Public Health function are replaced with council contracts and to ensure that we live within significantly reduced means as government grant is reduced.

Equalities Assessment

- B.33. Initial equalities analysis has been undertaken for each proposal. Consultations have been and will be undertaken for proposals relating to service changes, where appropriate. Impact is mitigated by alternative offers of services, support or personal budgets as per service user choice in line with Care Act eligibility. This is set down in national legislation and Government guidance; other services are discretionary and universal.
- B.34. In line with our Public Sector Equality Duty, any changes to services arising from these proposals will be implemented in such a way so as to not impact disproportionately on any specific section or group in our community. The equality analysis is under way and will be collated across the department to look for any cumulative impacts. In line with the process across the council, information on equality analysis will be shared with decision-makers for consideration before any decisions are taken.
- B.35. Southwark Council's Fairer Future Promises are reflected in the proposals set forth as is a shift upstream to prevention and early help, recognising the evidence base and the outcomes that can be achieved by offering our residents good universal services.

ENVIRONMENT AND LEISURE

Overview

B.36. The Environment and Leisure department delivers services that make a real difference to the everyday lives of all residents and visitors. The majority of our operations are frontline services: they physically improve the environment, they provide opportunities for health and enjoyment, support knowledge and learning or help improve safety and confidence. The department comprises two directorates, Environment and Leisure. The directorates are supported by a Service Development team that provides essential support services, specialist advice, research and project assistance.

A More Efficient Environment and Leisure Department

B.37. The department aims to make Southwark's neighbourhoods great places to live, places that are clean, safe and vibrant and where activities and opportunities are accessible to all. The department's approach to achieving savings follows the budget principles by focusing on core provision of quality services, efficiency savings, smarter procurement and robust contract management. The department is also seeking to increase income by raising demand for chargeable services.

B.38. The department's activities are governed by the council values as set out in the Council Plan. Our ambition as a department is to be led by these in everything we do. These values place our residents at the heart of the Council Plan, and therefore at the heart of our business plan too.

B.39. The Council Plan sets out ten fairer future promises. The Environment and Leisure Department supports or leads on five of these, as set out below:

- Value for Money – We will continue to keep Council Tax low by delivering value for money across all our high quality services.
- Free swimming and gyms – We will make it easier to be healthier with free swimming and gyms for all residents
- A greener borough – We will protect our environment by diverting more than 95 per cent of waste away from landfill, doubling the estates receiving green energy and invest in our parks and open spaces.
- Safer communities – We will make Southwark safer with increased CCTV and more estate security doors.
- Revitalised neighbourhoods – We will revitalise our neighbourhoods to make them places in which we can all be proud to live and work, transforming Elephant and Castle, the Aylesbury and the Old Kent Road.

B.40. The budget for environment and leisure services in 2016-17 is £70m. The department over the last five years has achieved savings of £20.1m. It has engaged in a rigorous and thorough analysis of its resources, competences and service delivery requirements to maintain high standards, amidst the significant constraints posed by funding reductions. It has planned and structured the work of its directorates, divisions and teams in a manner that allows them to achieve key objectives and ensure that service delivery exceeds expectations in a changing and challenging environment.

- B.41. The savings options will be delivered alongside the considerable capital spend across the department. This spend delivers a raft of improvements ranging from a new athletics centre in Southwark Park, top quality children's play areas across the borough and significant investment in the leisure centres through to improved cycle infrastructure, CGS projects and highway and footway improvements. Additional revenue funding is proposed to support expansion of playground provision arising from Parks and Top Quality Play commitment.
- B.42. For the forthcoming year, 2017-18, the department has identified a number of options as follows:
- £4.58m from efficiencies and improved use of resources
 - £1.5m from income generation
 - £150k from savings impacting on service delivery

Efficiencies and Improved Use of Resources

- B.43. Efficiency savings have been identified by undertaking reviews of structures and functions and increasingly adopting a multi-disciplinary approach (a move from single functional silos to functionally flexible and adaptive teams) which maximises the skills and professionalisms of staff in service delivery. The reorganisations will aim to streamline management functions, review and make better use of resources (including skills and knowledge) and will result in efficiency savings of £1.1m.
- B.44. Other efficiency savings include a £650k reduction in waste management costs arising mainly from an anticipated reduction in waste tonnage. The council's waste strategy includes a programme of waste minimisation involving improved awareness and education which are expected to complement each other and focus on controlling the growth rate of waste produced and its subsequent disposal.
- B.45. It is also proposed to reconfigure the warden service and management to provide a visible presence in appropriate areas whilst increasing environmental enforcement capabilities to crack down on environmental crime such as fly tipping, graffiti, dog fouling and littering and achieve savings of £320k.
- B.46. The department has also made savings of £75k from managing energy procurement and increased efficiency of infrastructure.
- B.47. It is also proposed to make efficiency savings of £1.1m within the Leisure directorate through more economic and efficient specifications in a number of service contracts and improved use of capital resources.
- B.48. Prior year action to deliver efficiencies and savings in the Youth and Play services have contributed £750k in 2017-18.

Income Generation

- B.49. This council, like a number of others, is adopting a more commercial approach to its activities which also means ensuring better outcomes for its residents. The department is aligning its income generating activities to its corporate plans and objectives in order to develop a sustainable income stream so as to protect its

frontline services. The department is proposing to generate additional income of £1.5m in 2017-18.

- B.50. The department will continue with the structured implementation of the additional licensing scheme for houses in multiple occupation and of the selective licensing scheme for privately rented properties. Licensing fees will be designed to incentivise and reward co-operation from landlords in a bid to improve the quality of the stock and living conditions of private rented sector. This is expected to generate additional income of £400k.
- B.51. The department will also seek to expand its income streams by proactively marketing its services such as the collection and disposal of commercial waste; introducing a self-financing events service and increasing income from events hires; redeveloping and potentially expanding marina facilities in Greenland Dock; receiving highway licensing and management fees arising from major regeneration projects and income from solar panel installations on viable sites. These are expected to result in savings of approximately £1m.
- B.52. Parking bay suspension fees will be increased to a level, at a minimum, that is equal to the most appropriate London average in line with the Medium Term Resources Strategy 2016-17 to 2018-19. Marina fees have been reviewed and increased except for the berthing fees for current resident berth holders where the agreed reducing discount is applied.

Savings Impacting on Service Delivery

- B.53. The department will manage its trees in a reasonable, sensible and cost-effective way and is proposing to reduce tree inspection frequency and intervention levels without detrimentally impacting on its overall tree inspection regime and managing risk at an acceptable level by identifying, prioritising and undertaking safety work according to level of risk.

Conclusion

- B.54. In delivering these savings and income proposals, the department has sought to minimise any detrimental impact on service delivery. The budget proposals have been developed in line with the cabinet's budget principles, and they will deliver the best value for money possible whilst maximising the use of existing assets. The department's proposals are based on service need and demand with the aim of protecting front-line services and supporting the needs of our residents.

Equalities Analysis

- B.55. The Environment and Leisure department offers and delivers a diverse range of services that shape the everyday experience of residents in the borough. Any savings proposals that may have a negative impact on the wider community or reduce the level of services offered have to be closely examined both in terms of community impact and the general duties of the Equality Act.
- B.56. We have sought to do all we can to protect and offer continuity for front line operational services, especially where they have an impact on vulnerable residents. However, the majority of our services are front line and changes and reductions to service delivery are inevitable in order to meet the scale of savings required. The proposals set out here seek to make savings and efficiencies

through increased income generation, back office reductions, improved processes, leaner staffing structures and negotiating better value for money from our contractors.

- B.57. An equality screening process has been completed on all the proposals to ensure that we have properly considered any impact there may be on specific groups and those with protected characteristics. Each of the proposals has been risk assessed and none has been assessed as high risk in terms of equalities impact.
- B.58. The proposals to increase marina fees are proposed to be in line with the London average and have been assessed in terms of equalities as a low risk. The potential expansion of Greenland Dock has been assessed and is also considered a low risk. The proposals to reconfigure the Wardens services have been assessed as a low risk but should issues emerge during future implementation these will be considered.

FINANCE AND GOVERNANCE

Overview

- B.59. The Finance and Governance Department includes the Director's office which provides strategic leadership for the department and section 151 responsibilities, Exchequer Services which encompasses revenues and benefits, housing rent collection, as well as the financial transaction processing teams, the Law and Democracy division responsible for Electoral services, Constitutional and Community Council support, and legal services, Professional Financial Services (including finance, audit and procurement teams) and the Finance, Information and Governance Team.
- B.60. In supporting the Fairer Future promises of the council, the department's vision is to "make a positive difference everywhere we engage" and to be "efficient and effective in all that we do". Specifically, Finance and Governance endeavours to help the council to "manage every penny as carefully as local families look after their own household budgets". This budget proposes efficiency savings and income generation of £1.95m for a total budget of £20.27m.

Efficiencies and Improved Use of Resources

- B.61. The efficiency savings across the department are mainly made up of staffing related savings which reflects the fact that over 70% of the overall expenditure budget is staffing costs. These staffing savings are arising as a result of consolidating the impact of the enhanced voluntary redundancy scheme, reorganisations in the in the context of becoming a more efficient organisation, changing what we do and how we work to become an organisation fit for the future.
- B.62. In addition to the staffing related savings, £0.16m of the savings proposed are related to reducing training budgets and audit and professional fee budgets.

Income Generation

- B.63. The income generation proposals of £0.3m for Exchequer Services relate to the recovery of housing benefits overpayments and debt recovery charges.
- B.64. Professional financial services are proposing a commitment of £0.08m to reflect the fact that the responsibility for housing benefit fraud investigation has moved to the DWP and the consequential reduction in the proceeds of crime income budget.

Equality Analysis

- B.65. As specific proposals are brought forward, and at each stage of implementation thereafter, the impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
- B.66. Equality analysis will for an integral part of the set up arrangements of the Enforcement Agency Service.

HOUSING AND MODERNISATION

Overview

B.67. Housing & Modernisation (H&M) comprises: Asset Management, Communities, Resident Services, Customer Experience and Modernisation. There are also a number of functions that are not service specific which fall under the heading of Central Services. The provision of services such as income management (rents, tenant and homeowner service charges and garage rents, etc.) and the in-house repairs contractor, Southwark Building Services, fall within the remit of Finance & Governance and Environment & Leisure respectively, following the council's strategic management restructure in autumn 2015.

B.68. In delivering the council's vision, as outlined in the Fairer Future Promises, the department aims to maximise investment in the housing stock, build new council homes at council rents and improve performance in all core service areas. We aspire to work closely with residents to deliver consistently high quality services, achieve better value for money and continue to support the most vulnerable residents, particularly those in temporary housing need. Activities are primarily focused on:

- Ensuring council housing is warm, dry and safe including a kitchen and bathroom renewal programme.
- Delivering an improved and customer orientated housing repairs service, including an enhanced voids letting standard.
- Delivering an enhanced homeowner service and ensuring that charges are accurate and fair.
- Tackling fraud and ensuring that homes are allocated to those in genuine housing need.
- Increasing housing supply and reducing the use of temporary accommodation.
- Improving the customer experience and increasing digital service delivery.
- Delivering efficiency savings and improving value for money.
- Involving customers in the improvement and local management of services.
- Developing the department's equalities framework.

B.69. The department delivers a diverse range of services funded from both the council's General Fund and the ring-fenced Housing Revenue Account (HRA) for landlord services. In developing budget proposals, the department is committed to delivering savings that as far as possible protect frontline service provision. The drive towards greater operational efficiency through service rationalisation/integration and moving towards more cost effective customer transaction routes continues apace and is integral to the achievement of this.

B.70. The total General Fund budget of on which savings are predicated is £64.872m (£41.948m excluding depreciation and recharges) against which £3.547m has been identified for 2017-18, comprising predominantly of efficiency savings of £2.686m. These have largely been identified through revised and more efficient working within the housing service and more collaboratively across the council, streamlining back-office structures and reducing management overheads and pursuing alternative service delivery models. These proposals address a number of key budget themes, such as digital by default, reduce and integrate and managing demand. However, it has not been entirely possible to achieve the required level of savings without some limited impact on service delivery to the

value of £679k. There is also £182k of additional rental income predicated against Tooley Street.

Asset Management

- B.71. The division is predominantly responsible for services funded from the HRA, such as major works and new homes delivery, voids management, repairs and maintenance, compliance and health and safety and other technical works contracts. General Fund services (under new management arrangements), comprise: aids and adaptations, handypersons and private sector housing renewal and empty homes. Service reconfiguration and rationalisation across these functions will deliver savings of £36k.

Communities

- B.72. The division is responsible for consultation and community engagement with council tenants, homeowners and residents, local tenant management organisations, the Mayor's office, work with and funding for the voluntary and community sector (VCS) and support for NRPF clients (No Recourse to Public Funds). The division is also responsible for Prevent (the central government initiative to tackle violent extremism) and community awareness of Child Sexual Exploitation.

- B.73. NRPF is demand-driven and represents a significant and enduring pressure on council resources. The extent of inherited caseload remains problematic but is gradually reducing and more rigorous assessment of new cases presenting has reduced acceptance rates and stabilised the position, but there remains considerable risk in this area which is recognised with a commitment of £2m to address this pressure.

- B.74. Until recently the voluntary sector had been largely protected from the full severity of council funding cuts, but budget savings were necessary in 2016-17 across a range of community related services and the VCS grants/contract budgets to ensure funding was at a more sustainable level going forward. Further savings of £174k have been achieved through reorganisation of the communities division in the community participation and civic office and VCS commissioning for 2017-18.

- B.75. Work continues to bring commissioning together across the council and potentially with the Clinical Commissioning Group (CCG), which would provide further opportunities to streamline service provision, ensure consistency across the piece and deliver further economies.

Resident Services

- B.76. The division is responsible for a range of services that predominantly fall within the HRA, including tenancy management, special investigations, housing strategy/policy and business planning. General Fund services comprise traveller's sites, sheltered, resettlement and supported housing management which have shared funding arrangements with the HRA. Savings of £55k are deliverable within the housing strategy/policy area for 2017-18.

Modernisation

- B.77. The Modernisation division incorporates Information & Data Services division (IDSD), Human Resources (HR), Corporate Facilities Management (CFM) and

Organisation Transformation (OT). These services are of a corporate nature and underpin the modernise agenda of transforming where and how we work in order to better serve our customers and will be achieved by implementing the workforce, IT and workplace strategies agreed by cabinet on 1 November 2016. This will enable us to meet the challenges of the council's digital strategy, eliminate duplication, streamline processes and seek synergies between services and move towards online provision and self-service (both internally and externally), and ultimately deliver improved customer outcomes, whilst realising significant on-going savings.

- B.78. CFM and IDSD consume much of the modernise budget and a key element for both is the current delivery of infrastructure services through third party providers which means that savings options predominately focus on reducing contract spend where feasible, without adversely impacting on the council's service delivery or efficiency, which is challenging.
- B.79. Rationalising the number of CFM service providers to just two for the running of the council's key operational buildings will deliver savings over the medium-term. Aligned to this is the ongoing development of the corporate accommodation strategy, which seeks to rationalise the operational estate and maximise the utilisation of buildings in conjunction with targeted capital investment to reduce future running costs and enhance the asset value. For 2017-18 there are a number of cost saving proposals predicated on volume/activity reductions across a range of goods and services, such as removals and storage, postage, cleaning, catering and consumables totalling £662k in 2017-18.
- B.80. The IT service provision has been reviewed with the key objective to establish a stable, resilient and quality IT service which will deliver a modern, reliable, secure, cost effective technology that supports the digital strategy and enables service transformation across the council. This will require additional investment initially to provide both an enhanced retained client function together with a new service provider from mid 2017. A report to cabinet is scheduled for 7 February 2017 setting out the council's options for the provision of IT services over the medium-term.
- B.81. Reconfiguration and rationalisation of HR services and consolidation of the former Organisation Development and Transformation agendas within a new Organisational Transformation team will deliver a net saving of £186k (£399k gross), after a commitment of £213k to establish base budget funding for the former corporate programme team which has been subsumed into OT.

Customer Experience

- B.82. The division is responsible for a diverse range of functions including the customer service centre (CSC), the council's website, the provision of face to face services for residents through My Southwark Service Points (MSSP) and the new Homeowners service at Market Place. It is also responsible for customer resolution, concessionary travel, registrars and citizenship, coroners and mortuary services and housing solutions (incorporating temporary accommodation).
- B.83. Savings proposals totalling £450k relate to the closure of the Bermondsey MSSP and the gradual transitioning of non-emergency services from the CSC to on-line provision only. The nature of these savings away from face to face and telephone contact to remote provision are deemed to have an impact on service delivery but

are essential to mitigate the service impact in more critical areas of the council's budget.

- B.84. The merger of housing solutions and temporary accommodation provides a new integrated end to end service approach which is delivering further savings of £271k through service rationalisation and improved procurement, together with £500k in the cost of nightly paid accommodation. This latter proposal is predicated on a reduction in bed and breakfast usage and adoption of alternative and cheaper forms of accommodation. This remains dependent on demand remaining stable and there being adequate supply-side availability.

Central Services

- B.85. There are a number of budgets within H&M of a financing/overhead nature that underpin the provision of landlord services without being directly attributable to a particular service area. Within the General Fund, these are predominantly corporate support costs recharged to departments and are uncontrollable at a local level (with savings being predicated corporately). The net controllable budget is only £104k of which savings of £13k are proposed through a reduction in the budget for ad-hoc legal work.

Housing and Modernisation – Equalities Assessment Summary

- B.86. The department undertakes equality analysis/screening on its budget proposals ahead of final decisions being taken. This helps to understand the potential effects that the budget proposals may have on different groups and whether there may be unintended consequences and how such issues can be mitigated. Analysis is also undertaken to consider any cross-cutting and organisation-wide impacts and continues through the cycle of planning and implementation of these proposals
- B.87. In line with our Public Sector Equality Duty, any changes to services arising from these proposals will be implemented in such a way so as to not impact disproportionately on any specific section or group in our community. Where necessary, consultation will be undertaken alongside mitigating actions where necessary. In line with the process across the council, information on the equality analysis will be shared with the relevant cabinet members so it can be considered when decisions are taken. To date no cumulative impacts have been identified through the analysis.
- B.88. Any potential impacts on staff will also have equality analysis undertaken at each stage of implementation to assess their potential impact on different categories of staff in accordance with the council's policies on reorganisation, redeployment and redundancy.