

## Efficiencies and Improved Use of Resources

24 January Cabinet Report New Reference	Department	Division	Member	Ward	Description	2017-18 FTE	2017-18 £000	Included in indicative Three Year Budget (Council Assembly February 2016)?	Screening Completed	Detailed Equality analysis required through implementation or undertaken at this stage?	Screening summary
201	C&A	Adult Social Care	Cllr Livingstone	All	Reorganisation of social work staffing	(2)	(90)	No	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
202	C&A	Adult Social Care	Cllr Livingstone	All	Cease non-statutory client affairs deputyship function.	(3)	(94)	No	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
203	C&A	Adult Social Care	Cllr Livingstone	All	Review and remodelling of appointeeship caseholding to reduce/externalise Southwark held appointeeship cases	(2)	(57)	No	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
204	C&A	Adult Social Care	Cllr Livingstone	All	Efficiencies through greater use of universal services, including using link workers to help service users access third sector provisions in the borough		(50)	No	Yes	Yes	Impact mitigated by signposting to third sector provision.
205	C&A	Adult Social Care	Cllr Livingstone	All	Efficiencies in placement costs through successful negotiation of non-care elements in residential care and supported accommodation rates with providers. This will bring costs in line with benchmarking.		(930)	No	Yes	Yes	Impact mitigated by costs met by Housing Benefit and other contributions for non-care costs.

**Efficiencies and Improved Use of Resources**

24 January Cabinet Report New Reference	Department	Division	Member	Ward	Description	2017-18 FTE	2017-18 £000	Included in indicative Three Year Budget (Council Assembly February 2016)?	Screening Completed	Detailed Equality analysis required through implementation or undertaken at this stage?	Screening summary
206	C&A	Adult Social Care	Cllr Livingstone	All	Commissioning and contracting efficiencies in Mental Health.		(80)	No	Yes	Yes	New placement arrangements for individuals requiring support - negotiation of better placement arrangements with providers should mean no or minimal impact for service users.
207	C&A	Community Safety	Cllr Hargrove	All	Community Safety Partnership service re-organisation.	(2)	(70)	No	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
208	C&A	Public Health	Cllr Livingstone	All	Integrated tariff pricing and channel shift for sexual health services		(1,500)	No	Yes	Yes	Mitigates impact on service users through for example shift to 24 hour access to testing online.
209	C&A	Public Health	Cllr Livingstone	All	Change in referral pathway and remuneration for tobacco control		(100)	No	Yes	Yes	Targeting of prevention activity should lead to positive impacts for those that need more targeted support.
210	C&A	Public Health	Cllr Livingstone	All	Change in referral pathway and remuneration for healthy weight		(50)	No	Yes	Yes	Targeting of prevention activity should lead to positive impacts for those that need more targeted support.
211	C&A	Public Health	Cllr Livingstone	All	Review of the health checks service		(150)	No	Yes	Yes	More targeted service focused on primary care should lead to no or minimal impact on service users.
212	C&A	Public Health	Cllr Livingstone	All	Rationalisation of the substance misuse services		(540)	No	Yes	Yes	Savings built into procurement of contract mitigate any potential impact.

**Efficiencies and Improved Use of Resources**

24 January Cabinet Report New Reference	Department	Division	Member	Ward	Description	2017-18 FTE	2017-18 £000	Included in indicative Three Year Budget (Council Assembly February 2016)?	Screening Completed	Detailed Equality analysis required through implementation or undertaken at this stage?	Screening summary
213	E&L	Culture	Cllr Situ	All	Complete a total review of the library service to streamline and modernise service provision without closing libraries	(5)	(200)	No	Yes	Yes	No impact on service users, savings on back office costs. Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
214	E&L	Culture	Cllr Situ	All	Review the arts and events staff structure and arts grants	(3)	(205)	No	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
215	E&L	Regulatory Services	Cllr Hargrove	All	Reconfiguration of division into functionally flexible and adaptive teams with a multi-disciplinary approach to responding to council priorities	(1)	(65)	Yes	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
216	E&L	Energy and Sustainability	Cllr Wingfield	All	Reduced energy prices and increased efficiency of infrastructure		(75)	Yes	Yes		No/minimal impact on staff or service users
217	E&L	Parks and Leisure	Cllr Hargrove	All	Refocus area repairs and maintenance priorities to optimise opportunities within the existing capital programme		(60)	Yes	Yes		No/minimal impact on staff or service users
218	E&L	Parks and Leisure	Cllr Hargrove	All	Review use of existing capital budget contribution in line with new contractual arrangements for leisure facilities maintenance		(140)	Yes	Yes		No/minimal impact on staff or service users

## Efficiencies and Improved Use of Resources

24 January Cabinet Report New Reference	Department	Division	Member	Ward	Description	2017-18 FTE	2017-18 £000	Included in indicative Three Year Budget (Council Assembly February 2016)?	Screening Completed	Detailed Equality analysis required through implementation or undertaken at this stage?	Screening summary
219	E&L	Parks and Leisure	Cllr Hargrove	All	Anticipated savings from new Leisure Management Agreement		(850)	No	Yes		No/minimal impact on staff or service users
220	E&L	Parks and Leisure	Cllr Wingfield	All	Efficiencies arising from the specification of the new Grounds Maintenance contract		(50)	Yes	Yes		No/minimal impact on staff or service users
221	E&L	Parks and Leisure	Cllr Hargrove/Cllr Wingfield	All	Review new parks and leisure management structure	(5)	(200)	No	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
222	E&L	Waste and Cleansing	Cllr Wingfield	All	Reduce waste service communications programme		(50)	Yes	Yes		No/minimal impact on staff or service users
223	E&L	Regulatory Services	Cllr Wingfield	All	Provision of CCTV service to assist the parking contractor in accordance with legislation		(105)	No	Yes		No/minimal impact on staff or service users
224	E&L	Libraries & Heritage	Cllr Situ	All	Library and Heritage Management team restructure	(1)	(50)	No	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
225	E&L	Waste and Cleansing	Cllr Wingfield	All	Remodel waste PFI waste tonnage growth from 1.5% per annum to 1.2% per annum.		(600)	No	Yes		No/minimal impact on staff or service users

**Efficiencies and Improved Use of Resources**

24 January Cabinet Report New Reference	Department	Division	Member	Ward	Description	2017-18 FTE	2017-18 £000	Included in indicative Three Year Budget (Council Assembly February 2016)?	Screening Completed	Detailed Equality analysis required through implementation or undertaken at this stage?	Screening summary
226	E&L	Regulatory Services	Cllr Hargrove	All	Review of Warden management	(1)	(70)	No	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
227	E&L	Regulatory Services	Cllr Hargrove	All	Reconfigure the warden service to provide a visible presence in appropriate areas whilst increasing our environmental enforcement capabilities to crack down on environmental crime such as fly tipping, graffiti, dog fouling and littering.	(6)	(250)	No	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
228	E&L	Regulatory Services	Cllr Hargrove	All	Review departmental overheads		(100)	No	Yes		No/minimal impact on staff or service users
229	E&L	Regulatory Services	Cllr Wingfield	All	Reduced expenditure arising from adoption of modern ways of parking enforcement and increased income arising from the increase in cashless payments (in line with Council policy)		(350)	No	Yes		No/minimal impact on staff or service users
230	E&L	Regulatory Services	Cllr Wingfield	All	Project based Air Quality Assessments to the extent permitted by parking legislation.		(200)	No	Yes		No/minimal impact on staff or service users
231	E&L	Regulatory Services	Cllr Wingfield	All	Cease discount offered for paying for parking by phone, and savings on parking meter collection costs		(210)	No	Yes		No/minimal impact on staff or service users
232	E&L	Waste and Cleansing	Cllr Wingfield	All	Funding of additional street cleaning staff during leafing season to enable parking enforcement to continue.		(100)	No	Yes		No/minimal impact on staff or service users

**Efficiencies and Improved Use of Resources**

24 January Cabinet Report New Reference	Department	Division	Member	Ward	Description	2017-18 FTE	2017-18 £000	Included in indicative Three Year Budget (Council Assembly February 2016)?	Screening Completed	Detailed Equality analysis required through implementation or undertaken at this stage?	Screening summary
276	E&L	Culture	Cllr Hargrove	All	Complete the reconfiguration of youth and play services while maintaining agreed level of grants to voluntary providers.	(6)	(650)	Yes	Yes	yes	The delivery of youth and play provision has a direct community and equalities impact on large sections of the boroughs residents. Extensive consultation has been carried out and incorporated into the new strategy, engaging with children, young people and their families to identify their priorities for activities. Although there are direct impacts, these have been mitigated by taking a broad and balanced approach, and as such the strategy should minimise impact and enhance positive opportunities. Where specific decisions are to be made about provision individual equality and community and equality analysis will be carried out in line with the council's procedures. Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
233	H&M	Customer Experience	Cllr Cryan	All	Service reconfiguration and rationalisation and procurement efficiencies – merged housing solutions/temporary accommodation	(7)	(271)	Yes	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.

**Efficiencies and Improved Use of Resources**

24 January Cabinet Report New Reference	Department	Division	Member	Ward	Description	2017-18 FTE	2017-18 £000	Included in indicative Three Year Budget (Council Assembly February 2016)?	Screening Completed	Detailed Equality analysis required through implementation or undertaken at this stage?	Screening summary
234	H&M	Modernise (HR and Organisation Transformation)	Cllr Colley	All	Service reconfiguration and rationalisation – HR and Organisational Development and Transformation		(137)	Yes	Yes		Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
235	H&M	Modernise (ICT)	Cllr Colley	All	Service reconfiguration and rationalisation	(1)	(60)	Yes	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
236	H&M	Modernise (ICT)	Cllr Colley	All	IT user volume reduction and control		(55)	Yes	Yes		No/minimal impact on staff or service users
237	H&M	Modernise (ICT)	Cllr Colley	All	MFD and telephone call volume reduction and control		(40)	Yes	Yes		No/minimal impact on staff or service users
238	H&M	Modernise (ICT)	Cllr Colley	All	Contract renegotiation and cost reduction – voice/date, hosted services and secure login system		(200)	Yes	Yes		No/minimal impact on staff or service users
239	H&M	Modernise (ICT)	Cllr Colley	All	Contract renegotiation and cost reduction – software licences		(300)	Yes	Yes		No/minimal impact on staff or service users
240	H&M	Modernise (CFM)	Cllr Colley	All	Operational estate rationalisation programme		(110)	Yes	Yes		No/minimal impact on staff or service users

**Efficiencies and Improved Use of Resources**

24 January Cabinet Report New Reference	Department	Division	Member	Ward	Description	2017-18 FTE	2017-18 £000	Included in indicative Three Year Budget (Council Assembly February 2016)?	Screening Completed	Detailed Equality analysis required through implementation or undertaken at this stage?	Screening summary
241	H&M	Modernise (CFM)	Cllr Colley	All	FM services re-procurement	(2)	(72)	Yes	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
242	H&M	Modernise (CFM)	Cllr Colley	All	Service reconfiguration and rationalisation – postal services		(60)	Yes	Yes		No/minimal impact on staff or service users
243	H&M	Modernise (CFM)	Cllr Colley	All	Reconfigure staff catering arrangements		(35)	Yes	Yes		No/minimal impact on staff or service users
244	H&M	Modernise (CFM)	Cllr Colley	All	Stationery and consumables reduction and control alongside a review of stationery core supplier list - pursue cheaper procurement options		(40)	Yes	Yes		No/minimal impact on staff or service users
245	H&M	Modernise (CFM)	Cllr Colley	All	Review of cleaning and security service levels across operational estate		(30)	Yes	Yes		No/minimal impact on staff or service users
246	H&M	Modernise (CFM)	Cllr Colley	All	Review of removals and storage arrangements		(40)	Yes	Yes		No/minimal impact on staff or service users
247	H&M	Modernise (ICT)	Cllr Colley	All	Renegotiation of wide area network (WAN) contract		(150)	No	Yes		No/minimal impact on staff or service users
248	H&M	Modernise (CFM)	Cllr Colley	All	Reduction in postage charges - cease using first class mail		(25)	No	Yes		No/minimal impact on staff or service users



**Efficiencies and Improved Use of Resources**

24 January Cabinet Report New Reference	Department	Division	Member	Ward	Description	2017-18 FTE	2017-18 £000	Included in indicative Three Year Budget (Council Assembly February 2016)?	Screening Completed	Detailed Equality analysis required through implementation or undertaken at this stage?	Screening summary
249	H&M	Modernise (CFM)	Cllr Colley	All	Restructure/rationalisation - recruit to critical operational/technical posts with consequent reduction of 4 posts overall	(4)	(220)	No	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
250	H&M	Modernise (CFM)	Cllr Colley	All	Invest to Save - installation of hand dryers at Tooley Street offers on-going contractual saving over current provision		(30)	No	Yes		No/minimal impact on staff or service users
251	H&M	Modernise (HR)	Cllr Colley	All	Overachievement of savings as part of an ambitious remodelling of the HR function which has resulted in a reduction in employee costs of c.20% and further savings across the baseline budget.		(138)	No	Yes		No/minimal impact on service users.
252	H&M	Modernise (Organisation Transformation)	Cllr Colley	All	Deletion of two posts through the voluntary severance scheme (year 1). The work of the team is under review in order to deliver the requirements of the new workforce strategy.	(2)	(124)	No	Yes		No/minimal impact on service users.
253	H&M	Customer Experience	Cllr Cryan	All	Reduce usage/cost of nightly paid accommodation through alternative provision (estate voids, private rented sector) and unified TA procurement through H&M.		(500)	No	Yes		No/minimal impact on staff or service users
254	H&M	Asset Management	Cllr Cryan	All	Rationalisation of the newly combined Specialist Housing Service comprising: Adaptations, Handypersons, Private Sector Renewal/ Empty Homes.		(36)	No	Yes		No/minimal impact on staff or service users
255	H&M	Central Services	Cllr Cryan	All	Reduction in legal contingency budget		(13)	No	Yes		No/minimal impact on staff or service users
256	CE	Planning	Cllr Williams	All	Continued rationalisation of the planning organisational structure in line with natural turnover of staff and changing demands for the service		(75)	Yes	Yes		No/minimal impact on staff or service users

**Efficiencies and Improved Use of Resources**

24 January Cabinet Report New Reference	Department	Division	Member	Ward	Description	2017-18 FTE	2017-18 £000	Included in indicative Three Year Budget (Council Assembly February 2016)?	Screening Completed	Detailed Equality analysis required through implementation or undertaken at this stage?	Screening summary
257	CE	Regeneration	Cllr Williams	All	Realignment of staffing resources to support major programmes of work and reorganisation of property services		(100)	Yes	Yes		No/minimal impact on staff or service users
258	CE	External Affairs Division	Cllr John	All	Review of function and activity		(382)	Yes	Yes		Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
259	CE	Regeneration	Cllr Williams	All	Reduce various running costs		(8)	No	Yes		No/minimal impact on staff or service users
260	F&G	Exchequer Services	Cllr Colley	All	Review and rationalise FTSS structure in the context of an increase in electronic transactions. Review of key processes supporting IT and productivity levels within the area	(2)	(75)	Yes	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
261	F&G	Exchequer Services	Cllr Colley	All	Housing Benefits processing – implementation of Universal Credit reduced the volume of staff required for processing HB	(8)	(320)	No	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.

**Efficiencies and Improved Use of Resources**

24 January Cabinet Report New Reference	Department	Division	Member	Ward	Description	2017-18 FTE	2017-18 £000	Included in indicative Three Year Budget (Council Assembly February 2016)?	Screening Completed	Detailed Equality analysis required through implementation or undertaken at this stage?	Screening summary
262	F&G	Exchequer Services	Cllr Colley	All	Local support services – reduction in support activities and integration of new income collection functions to provide economies in scale in the Rightfully Yours and similar teams	(1)	(50)	No	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
263	F&G	Exchequer Services	Cllr Colley	All	Move towards becoming a cashless council by 2017-18 including review of bullion office services	(4)	(150)	No	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
264	F&G	Law and Democracy	Cllr John	All	Realignment of staffing budgets in prior year and review of staffing structure to provide a more efficient use of resources across law and democracy division incorporating legal, constitution and land charges	(6)	(310)	Yes	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
265	F&G	Law and Democracy	Cllr John	All	Cease or reduce undertaking work upon which service departments place a low priority, or if services could be provided more cheaply externally	(2)	(100)	Yes	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.

**Efficiencies and Improved Use of Resources**

24 January Cabinet Report New Reference	Department	Division	Member	Ward	Description	2017-18 FTE	2017-18 £000	Included in indicative Three Year Budget (Council Assembly February 2016)?	Screening Completed	Detailed Equality analysis required through implementation or undertaken at this stage?	Screening summary
266	F&G	Law and Democracy	Cllr John	All	Review of support services following restructure of division	(2)	(60)	Yes	Yes	Yes	Potential impacts on staff. As specific proposals come forward and at each stage of implementation thereafter the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
267	F&G	Law and Democracy	Cllr John	All	Review fees through revised service agreements with client departments		(75)	Yes	Yes		No/minimal impact on staff or service users
268	F&G	Law and Democracy	Cllr John	All	Review provision of training to take advantage of lower cost and free provision provided via contracts		(20)	Yes	Yes		No/minimal impact on staff or service users
269	F&G	Professional Finance Services	Cllr Colley	All	Staff savings of £257k in 2017-18 through impact of voluntary redundancies. This is a reduction of a 5 posts in 2017-18 across PFS; equivalent to a 6% reduction in FTE. Note this in addition to a 35% reduction in posts in finance in 2016-17.	(5)	(257)	Yes	Yes		No/minimal impact on staff/service users.
270	F&G	Professional Finance Services	Cllr Colley	All	Deletion of apprentice post, in anti fraud team, and deletion part year of anti fraud grade 10 post (from 01/10/17). Two posts from team of 9	(2)	(43)	Yes	Yes	Yes	No/minimal impact on staff/service users.
271	F&G	Finance and Information Governance	Cllr Colley	All	Permanent reduction in one post that has been held vacant pending savings; this equates to a 5% reduction in FTE across the division.	(1)	(55)	No	Yes	Yes	No/minimal impact on staff or service users
272	F&G	Finance and Information Governance	Cllr Colley	All	Reduction in departmental sponsorship scheme of professional training across Finance, Legal and Exchequer Services from total budget of £50k.		(10)	No	Yes		No/minimal impact on staff or service users
273	F&G	Finance and Information Governance	Cllr Colley	All	Reduction in external audit core fees (£100k) and external audit grants fee (£30k)		(130)	No	Yes		No/minimal impact on staff or service users

**Efficiencies and Improved Use of Resources**

24 January Cabinet Report New Reference	Department	Division	Member	Ward	Description	2017-18 FTE	2017-18 £000	Included in indicative Three Year Budget (Council Assembly February 2016)?	Screening Completed	Detailed Equality analysis required through implementation or undertaken at this stage?	Screening summary
274	Corporate	Corporate	Cllr Colley	All	Review of existing debt structure for 160 Tooley Street, including further reduction in General Fund debt liabilities, subject to agreement with external auditors		(2,000)	Yes	Yes		No/minimal impact on staff or service users
275	Corporate	Corporate	Cllr Colley	All	Review of council's minimum revenue provision in order to reduce revenue costs for 2017-18 onwards by extending repayment periods of depreciation subject to agreement with external auditors		(3,700)	No	Yes		No/minimal impact on staff or service users

(18,897)