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APPENDIX i

A – Smarter and deeper integration of social care and health

A18. Widening the scope of charging for social care services

A19. Reduction in the staffing costs for Assessment and Care Management

A20. Reduction in Day Care

A21. Reduction in Mental Health spend

1. Savings proposal	
Proposal title:	Widening the scope of charging for social care services
Reference:	A18
LFP work strand:	Smarter & deeper integration of social care & health
Directorate:	Community Services
Head of Service:	Joan Hutton
Service/Team area:	Adult Social Care
Cabinet portfolio:	Health, Wellbeing and Older People
Scrutiny Ctte(s):	Healthier Communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £200k by removing subsidy and/or increasing charges	No	Yes	No
b) £300k by improving income collection performance	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Council charges for most of the adult social care services it provides, with actual charges raised based on the service user's financial circumstances. There are some services, however, which are currently provided free to the service user and some where the charge is lower than the full cost of the service. This proposal is to consult on bringing most of the remaining services into the scope of charging and to charge the full cost of the service rather than a subsidised rate. Service users with income and capital below national thresholds would continue to receive services free.</p> <p>In 2015/16 Lewisham Adult Social Care supported 3,013 Services Users to live independently in their own homes, and a further 1,742 carers. Approx 66% of the non-carer service uses are charged. The proposed changes would potentially increase charges for up to 300 of these individuals. Additionally, up to 200 self-funders would also be charged.</p>
Saving proposal
<p>The specific proposals are :</p> <p>A – £200k remove subsidy and/or increase charges To remove the current subsidy for day care meals; To charge for arrangement fees for self-funders; To increase the charges for day care meals; To increase the charges for Linkline/Community Alarm Service. To introduce means-tested charges for carers services To amend the non-residential charging policy to reflect DH guidance rather than the existing policy of Income Support + 25%</p> <p>B – £300k improve income collection performance Improve procedures - We will undertake a review of our income collection to ensure that it is robust and equitable. In conjunction with this a review project will be set up to look at our current collection process and the people who are not currently paying the</p>

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3. Description of service area and proposal

invoices for their care.

Consultation paper?

4. Impact and risks of proposal

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

An EAA was completed in February 2015 regarding increasing charging for a range of adult Social Care services. As the proposal is to further charge and remove subsidies for such services, the overall assessment is that the saving proposals will have an adverse impact across the following equality groups: age; gender and disability.

Outline risks associated with proposal and mitigating actions:

Saving could be overestimated. Values will only be clear once we have reassessed needs and financial assessments are carried out.

Carers may disengage, indirectly increasing costs of care to Council.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	0	(9,666)	(9,666)	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £200k by removing subsidy and/or increasing charges	200	0	0	200
b) £300k by improving income collection performance	300	0	0	300
Total	500	0	0	500
% of Net Budget	5%	0%	0%	5%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities A.Strengthening community input B.Sharing services C.Digitisation D.Income generating E. Demand management
D	E	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement
8	9	

7. Impact on Corporate priorities		
		3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. 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?

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

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
TBC

12. 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
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Healthier Community 13 th August 2016. Proposals submitted to Scrutiny committees leading to M&C

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12. Summary timetable	
	on 28 September
	12 weeks Consultation starting end of September
October 2016	Consultations ongoing
November 2016	Consultation ongoing
December 2016	31 st December 2016 Consultation closes.
January 2017	Results of consultation reported to members for consultation
February 2017	Consultations returned to Scrutiny for review leading to M&C
March 2017	Review of Services Users needs in line with outcomes of consultation
April 2017	Savings implemented

1. Savings proposal	
Proposal title:	Reduction in the staffing costs for Assessment and Care Management
Reference:	A19
LFP work strand:	Adult Social Care
Directorate:	Community Services
Head of Service:	Joan Hutton
Service/Team area:	Adult Social Care
Cabinet portfolio:	Health, Wellbeing and Older People
Scrutiny Ctte(s):	Healthier Communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £500k assessment and care management staffing	Yes	No	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>Adults Social Care Assessment and Care Managers service provided Social Care support to 7,439 adults living in Lewisham during 2015/16. The services provided are both short term, such as re-ablement, aids and adaptations and long term care, such as personal support, social isolation and residential/nursing placements. Staff who work in Assessment and Care Management provide assessment, review and safeguarding support to service users in line with the Care Act 2014.</p> <p>Savings proposals for 16/17 & 17/18 to reduce staffing costs within the assessment and care management teams of adult social care were agreed by the Council in February 2016. 2016/17 savings were achieved by the deletion of the 11.5 FTE vacant posts.</p> <p>The adult social care improvement board has been established, chaired by the Executive Director for Community Services. The aim of this board is to oversee the work of further refinement to the assessment and care management processes. The programme of work will be underpinned by the Council's programme to improve IT systems with solutions that will further streamline the process by improving access to information, advice and sign posting for service users and improving the IT facilities available to staff by introducing mobile working. The following further savings have been identified :</p> <p style="padding-left: 40px;">17/18 £200k 18/19 £300k</p> <p>These savings will come from across the assessment and care management teams. Between 12-15 FTE posts out of 134 FTE are to be deleted following staff consultation and staffing re-structure. It is not possible to list the exact posts at this time, as the remodelling and pathway work will need to be completed, before decisions can be made on deletion of specific posts.</p> <p>This work will need to be aligned and consistent with the development of the adult integration programme.</p>

3. Description of service area and proposal

Saving proposal

Savings will be achieved through the digital and integration programmes.

- Further reduce workforce by managing demand more effectively at the point of contact
- ASC Mobile Working –501k – these savings are to be identified through Digital Programme 17/18 -18/19
- Live Well App – 70k
- Enhanced care and support remodelling will identify posts that will be deleted as a contribution to this saving.
- Proportionate assessments and solutions – all assessment tools and processes are being re-viewed to ensure a proportional approach is taken throughout the assessment and support planning journey. This will ensure that signposting to relevant external services is undertaken at the most appropriate point, thus reducing the need for commissioned services.
- Conflation of roles – developing further trusted assessors using multi agency staff to undertake assessments and care planning where appropriate

4. Impact and risks of proposal

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

The changes will improve access, reduce duplication and improve outcomes for service users.

There will still be access by telephone and face-to-face interviews for those people who are unable to access information on-line.

A reduction in staffing could mean redundancies, however a high percentage of posts are currently covered by agency staff

Outline risks associated with proposal and mitigating actions:

There is a risk that vulnerable people will not receive timely and proportionate responses. This will be mitigated by improved reporting systems that will allow better oversight of both the quality and progress of assessments.

Robust risk assessment processes will be used at the point of contact to mitigate the potential of any high risk cases being dealt with inappropriately.

Should the demand for social care assessments and complex case work continue to increase then the staffing configuration will need to be reviewed as this will impact on the Council's ability to fulfil its statutory duty in accordance with the Care Act 2014.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,229	(3,189)	1,040	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £500k assessment and care management staffing	200	300	0	500
Total	200	300	0	500

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5. Financial information				
% of Net Budget	20%	30%	0%	50%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
C	D	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
8	10	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. 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?

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

10. Human Resources impact					
Will this saving 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
	It is not possible to list the exact posts at this time, as the remodelling and pathway work will need to be completed, before decisions can be made on deletion of specific posts.				
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	

11. Legal implications
State any specific legal implications relating to this proposal:
The assessment of need for vulnerable adults is a statutory function that the Council has to provide. Failure to undertake this function in a timely and proportionate manner will expose the Council to the risk of a Judicial review.
TBC

12. 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
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	4 week staff consultation
December 2016	Management response completed and final decisions on new structures agreed.

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12. Summary timetable	
January 2017	If relevant, issue redundancy notices.
February 2017	
March 2017	Savings implemented

1. Savings proposal	
Proposal title:	Reduction in Day Care
Reference:	A20
LFP work strand:	Smarter & deeper integration of social care & health
Directorate:	Community Services
Head of Service:	Joan Hutton
Service/Team area:	Adult Social Care
Cabinet portfolio:	Health, Wellbeing and Older People
Scrutiny Ctte(s):	Healthier Communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £300k No renewal of block contracted day services at Cinnamon Court and Cedar Court	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Housing 21 (Now Sanctuary 21) Extra Care contract ends in March 2017. Part of that contract includes 50 places a day for day care across two sites: Cinnamon Court and Cedar Court. These places are currently block contracted at a cost of approximately £500K per annum.
Saving proposal
It is proposed that the block contract for day care is not renewed. Despite an 'injection' of new clients from the closure of the Ladywell unit last summer, activity levels have continued to decline, therefore the rationale for a block contract is void. A review of the current activity levels for the previous quarter, assuming like-for-like replacement of numbers of days, suggest that a saving of £300K could be realised. The remaining £200k would need to be kept in the budget to support people who have social isolation needs in other social activities through Personal Budgets/Direct Payments.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Sanctuary 21 could continue to offer day opportunities to existing clients at their Extra Care buildings/facilities for people to buy using Personal Budgets/Direct Payments. Should Sanctuary 21 continue to do so, there would be no impact on current service users.
Sanctuary 21 will need to consider how they invoice people directly for the days delivered.
This will also enable Sanctuary 21 to offer their service to other people who want to pay privately who do not meet social care eligibility.
Outline risks associated with proposal and mitigating actions:
Risk 1: That Sanctuary 21 will not continue to offer day services.

4. Impact and risks of proposal

Mitigation: Support Planners will work with people to identify alternative ways for their needs to be met.

Risk 2: Sanctuary 21 may seek to combine the service currently allocated across two buildings into one to make it more cost effective.

Mitigation: The Council to support this.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,083	(981)	2,102	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a)	300	0	0	300
Total	300	0	0	300
% of Net Budget	14%	0%	0%	14%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
E	B	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
8	9	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

8. Ward impact

8. 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?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	N/A
Gender:	Medium	Marriage & Civil Partnerships:	N/A
Age:	High	Sexual orientation:	Low
Disability:	Medium	Gender reassignment:	N/A
Religion / Belief:	Low	Overall:	Medium
For any High impact service equality areas please explain why and what mitigations are proposed:			
The service as currently delivered is exclusively for older adults, primarily older women, some of who will also have additional disabilities, particularly relating to mobility or dementia. It is hoped that Sanctuary 21 will continue to provide a service on a spot purchase basis.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
Formal consultation is not needed. Should the service continue on a spot purchase basis there is effectively no change to the experience of the public.	
TBC	

12. 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
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Healthier Communities on 13 th August 2016. Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Formal notification to Sanctuary 21 of the Council's intention to not re-contract for day care as a block contract. Begin formal consultation if required
January 2017	Re-assessment of service users' needs and where appropriate set up individual budgets/Direct Payments.
February 2017	Re-assessment of service users' needs

12. Summary timetable

March 2017

End of contract

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1. Savings proposal	
Proposal title:	Reduction in Mental Health spend
Reference:	A21
LFP work strand:	Smarter and deeper integration of social care and health
Directorate:	Community Services
Head of Service:	Dee Carlin
Service/Team area:	Mental Health
Cabinet portfolio:	Health Wellbeing and Older people
Scrutiny Ctte(s):	Healthier communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £300k Manage demand for accommodation based services	No	No	No
b) £200k Review the implementation of s117	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Council and CCG commission SLAM to meet the needs of adults with severe and enduring mental health problems. A number of these individuals have their needs met in residential, nursing and supported living placements. Many of the individuals supported are subject to Section 117 of the Mental Health Act which places a duty on Local Authorities and the NHS to fund aftercare for individuals who have been subject to certain sections of the Mental Health Act 1983. Individuals who are subject to section 117 are exempt from charging for services
Saving proposal
A: £300k Commissioners will work with SLAM to manage demand for accommodation based care. An integrated placements panel will be established which will ensure our approach to assessment and review, is in line with the requirements of the Care Act, and all resources are considered when meeting needs, including those of the service user. The panel will ensure there is a consistent focus in supporting people to return to live in the community and reducing the reliance on more expensive placement based care. Existing care pathways and associated costs will be reviewed, commissioners will work with providers to establish common prices for packages of care and placements reducing the variations on the costs of placements and developing a stronger focus on outcomes
B: £200k Commissioners will work with SLAM to review the implementation of Section 117 of the Mental Health Act, to ensure that all those who are currently subject to sec 117 are reviewed, and where appropriate discharged from section 117. This would mean that the individual may need to financially contribute to the cost of their care (subject to the outcome of a financial assessment). In some instances it will be

APPENDICES i –vi 2017/18 SAVINGS PROPOSAL PROFORMAS

3. Description of service area and proposal

appropriate to transfer the responsibility for funding to other funding authorities

4. Impact and risks of proposal

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

The impact to service users will be minimal as their needs will continue to be met. The development of an outcomes based approach will mean that service users are supported to have more choice in how their needs are met.

Outline risks associated with proposal and mitigating actions:

Savings may be over-estimated. The exact level of savings will only be clear once reviews of individual needs have been completed and financial assessments are undertaken.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	9,023	(1,642)	7,381	
Health				
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £300k Manage demand for accommodation based services	300			300
b) £200k Review the implementation of s117	200			200
Total	500			500
% of Net Budget	7%	%	%	7%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	Yes
If DSG, HRA, Health impact describe:	Health impact TBC			

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
E	D	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
8	9	1. Community leadership and empowerment 2. Young people's achievement and involvement

APPENDICES i –vi 2017/18 SAVINGS PROPOSAL PROFORMAS

7. Impact on Corporate priorities		
		3. Clean, green and liveable
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	4. Safety, security and a visible presence
Neutral	Neutral	5. Strengthening the local economy
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	6. Decent homes for all
Medium	Medium	7. Protection of children
		8. Caring for adults and the older people
		9. Active, healthy citizens
		10. Inspiring efficiency, effectiveness and equity

8. 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?

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

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
Section 117 legislation is part of the Mental Health Act 1983.	
TBC	

12. Summary timetable	
Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
	Agreed list with SLAM of all service users on Section 117 by 31 st July 2016
August / September 2016	Panel to be set including partners 1 st September 2016
	Proposals submitted to Scrutiny committees leading to M&C

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12. Summary timetable	
	on 28 September.
	Review programme of all services users agreed with SLAM
October 2016	Reviewing of all service users
November 2016	Quarterly Monitoring in place.
December 2016	Review of all service users
January 2017	Review of all service users
February 2017	Review of all service users
March 2017	
April 2017	Implement savings

APPENDIX ii

E – Property investment acquisition

E6. Property investment acquisition

E7. Develop private rental schemes

1. Savings proposal	
Proposal title:	Property investment acquisition
Reference:	E6
LFP work strand:	Asset rationalisation
Directorate:	Resources & Regeneration
Head of Service:	Head of Corporate Resources
Service/Team area:	Corporate Resources
Cabinet portfolio:	Resources
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £150k from property investment / acquisition	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Through the Treasury Management Strategy, approved by Council alongside the budget, the treasury team is responsible for managing the Council's cashflow and related investments and borrowing.
Saving proposal
The proposal is to seek out further opportunities to support Lewisham Homes or other partners acquire properties and / or invest in property funds in a manner that supports them and brings a return in line with the Council's strategic housing, regeneration and treasury objectives in the medium term.
The Council would do this by using its Treasury Management capacity in the medium term to serve as a facility to support the shared priorities of partners where the business case is sound and the Council is confident the risks can be effectively managed. The intention would be to use Council balances to support projects which pay a risk premium for accessing these funds. Assuming the projects then deliver the risk premium it can then be taken as a saving.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The potential impact will be to use some of the Council's financial muscle to support and accelerate investment in the Borough's infrastructure and housing supply to help deliver the Council's objectives.
Outline risks associated with proposal and mitigating actions:
As with any investment the risk on commercial terms is that the value of assets decrease or costs on projects overrun, reducing the returns achieved by the investor. Another risk is that in the medium term (say ten years) these investments need to be paid back to enable the monies to be re-invested in other services. At that stage the saving will need to be found again.
The mitigating actions would be to focus on property investments which are asset backed so there is some fixed security. Also, where possible, to invest in schemes

4. Impact and risks of proposal

that have wider less tangible returns which would otherwise translate into expensive intervention costs for the Council (such as providing more housing locally to avoid expensive bed and breakfast costs and advance the outcomes for those being supported).

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
			N/A	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £150k from property investment / acquisition	150			150
Total	150	0	0	150
% of Net Budget	%	%	%	%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Political priorities

Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
D	E	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
10	6	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

8. Ward impact

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8. 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?

9. 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:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
N/A			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
TBC

12. 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
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
November 2016	Propose amendments to the Treasury Strategy
February 2017	Update Treasury Strategy with budget set 22 February
April 2017	Savings implemented

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1. Savings proposal	
Proposal title:	Development of Private Rental Schemes
Reference:	E7
LFP work strand:	Asset Management
Directorate:	Resources and Regeneration
Head of Service:	Janet Senior / Freddie Murray
Service/Team area:	Asset Strategy and Technical Support
Cabinet portfolio:	Growth and Regeneration
Scrutiny Ctte(s):	Mayor and Cabinet

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £150k Conversion of an asset for development	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Whilst in the past a number of the Authority’s assets have been disposed of to assist development opportunities, generally by generating a one off capital receipt, this programme will investigate ways that assets can be utilised to generate a sustainable long term revenue income. Although not part of this formal project assessment, it should also be noted that in bringing forward such planning and development investment projects, they should contribute to the delivery of the borough’s regeneration strategy and further enhance capital and revenue growth.
Saving proposal
To identify possible existing assets that, with some reorganisation of their current use, could be converted to Private Rented Sector (PRS) units, generating a net income of circa £150k per annum. And if this could not be achieved in the timescales identify other meanwhile uses that may be considered to achieve this target in the short term while the longer term PRS can be developed.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Staff – a minimal impact although potentially some staff may need to be relocated. Some temporary resources (including consultancy) will be required for the delivery of this savings proposal
Service Users – no impact as any services will continue from where they are relocated
Partners – no impact
Other Council Services - no impact
Outline risks associated with proposal and mitigating actions:
Amongst others associated with individual projects: <ul style="list-style-type: none"> The role of the Authority as ‘property developer’ may attract adverse commentary from operating within the PRS sector whereas historically it has been associated with social housing which can be mitigated through effective communications by the Council.

4. Impact and risks of proposal

- Whilst the PRS market shows attractive returns currently these may differ when any schemes delivered by the Authority come to market (need to develop a mixed-portfolio of property investment assets, that also assist in delivering the broadest corporate priorities).
- Scaleability – insufficient numbers of PRS units to make the projects worth while on a site by site basis which would need to be addressed possibly by packaging smaller sites together (mitigated by good design approach, flexibility and creative / efficient management approach).
- Insufficient return to the Council after management and lifecycle costs. A suitable management agreement model will need to be agreed in advance amongst all potential partners which identifies suitable threshold numbers of units and returns (could balance risks by focusing on guaranteed returns as opposed to maximum returns, passing on risk).
- Competing interests for land - The school places programme may interfere with the investment income delivery. (can mitigate this by having a clearly identified set of school places projects, focused on existing CYP sites. Some appropriate housing may also be possible on some of these as an added benefit).
- Many of the risks associated with such investment can be mitigated by ensuring that the authority contracts with the best / most effective partners where necessary – with natural alignment of interests.
- Timing - the delivery of these new incomes requires significant negotiation and the construction of new assets, and each project is likely to take a number of years before income is generated, any delay in securing support and funding to enable the start of the programme will delay the achievement of income. Furthermore as new entrants enter the market place returns may be driven down.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	15,998	(8,350)	7,648	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £150k Conversion of 43-45 Bromley Rd	150			150
Total	150			150
% of Net Budget	2%	%	%	2%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D		A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

7. Impact on Corporate priorities

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
6	10	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

8. 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?

9. 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:			
N/A			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
TBC	

12. 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
July 2016	Proposals prepared (this template and supporting papers)

12. Summary timetable	
	– e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented
	Between September 2016 and April 2017 we will continue to develop options for the site (including the relocation of OH in consultation with the service). At the point of approval by M&C we will look to implement the preferred long term solution and meanwhile use (if necessary).

APPENDIX iii

I – Management and corporate overheads

I 11. Review insurance risk assessments

1. Savings proposal	
Proposal title:	Insurance – level of self-insurance risk
Reference:	I11
LFP work strand:	Management & Corporate Overheads
Directorate:	Resources & Regeneration
Head of Service:	Head of Corporate Resources
Service/Team area:	Insurance & Risk
Cabinet portfolio:	Resources
Scrutiny Ctte(s):	Public Accounts Committee

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £225k reduction in level of insurance reserves (for 10 yrs)	No	No	No
b) £25k reorganisation	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The Insurance and Risk service ensures the Council has sufficient insurance cover (in the market or by way of reserves) and manages claims promptly and fairly to reduce the impact of risks should they materialise. It is also responsible for setting and promoting the Council's policy and procedures for strengthening good risk management practices in the Council's day to day management of operations.</p> <p>The Council's insurance arrangements, excluding operations, cost approximately £3,500k per year. The amount varies based on claims and premiums each year. The split is roughly £2,000k paid as premiums and recharged to services and £1,500k paid out to settle the self-insured part of claims or paid centrally into provisions to cover future claims on self-insured activities.</p> <p>The insurance team's operational costs within the budget are £240k.</p>
Saving proposal
<p>a) £225k reduction in level of insurance reserves (for 10 years) A reduction in the level of reserves held for self-insurance purposes by releasing current reserves of £225k per annum for ten years. This will reduce the Council's insurance reserves by £2.25m.</p> <p>b) £25k restructure. The service manager recently applied for and was granted flexible retirement to reduce their working days to three days a week. This saves the service £25k a year. No staff consultation is required.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
No specific impact
Outline risks associated with proposal and mitigating actions:

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4. Impact and risks of proposal

- a) No immediate service impact however an increase in carried risk for the organisation. The risk is higher as it increases the likelihood of the Council holding insufficient reserves to cover the self-insured elements if incidents occur. Should the risk materialise there would be an immediate cash call on reserves and (if not sufficient) service revenue budgets.
- b) The risk from the restructure is loss of expertise of a senior member of the team. This has been considered and is largely mitigated by moving to three days so key activities will continue to be covered and Council continues to have access to their skills and experience.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,900	(2,400)	1,500	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Reduce level of insurance reserves	225			225
b) Restructure	25			25
Total	250			250
% of Net Budget	17%	%	%	17%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
		A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
10		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium		

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7. Impact on Corporate priorities		
		10. Inspiring efficiency, effectiveness and equity

8. 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?

9. 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:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact					
Will this saving 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	1	1.0	1		
PO1 – PO5	2	1.9	2		
PO6 – PO8	1	0.9	1		
SMG 1 – 3	1	1.0	1		
JNC					
Total	5	4.8	5	0	0
Gender	Female	Male			
	4	1			
Ethnicity	BME	White	Other	Not Known	
		5			
Disability	Yes	No			
		5			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
	5				

11. Legal implications
State any specific legal implications relating to this proposal:
TBC

12. 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
July 2016	Proposals prepared
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
April 2017	Savings implemented

APPENDIX iv

L – Culture and community services

L8. Facilities management

L9. Assemblies fund

L10. Adult Learning Lewisham subsidy

1. Savings proposal	
Proposal title:	Facilities Management
Reference:	L8
LFP work strand:	Culture and Community Development
Directorate:	Community Services
Head of Service:	Liz Dart
Service/Team area:	Culture and Community Development Division
Cabinet portfolio:	Joan Millbank
Scrutiny Ctte(s):	

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £200k Review of facilities management arrangements	No	No	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Community Resources Team within Culture and Community Development Service has responsibility for the direct management of a number of community buildings. This includes five directly managed community centres (Evelyn Community Centre, Sedgehill Community Centre, Scotney Hall, Sydenham Centre and Moonshot) and two voluntary sector hubs (Leemore Centre and Mulberry Centre). They manage the caretaking, cleaning and room hires for these buildings. The Council also has responsibility for all the running costs including utilities, rates and repairs. These costs are shared between Community Services and Regeneration. In addition the Division has responsibility for the facilities management contract for Deptford Lounge and the community use of spaces within the library and school.
Saving proposal
The proposal is in two parts; firstly to review the current facilities management arrangements for the seven buildings that are still directly managed by the Community Resources Team and look for the most efficient way of running these buildings in the future. Options to be considered will include outsourcing to a third party with experience in community facilities management or a social housing provider.
The second part is to re-tender the facilities management contract for Deptford Lounge. The current contract expires in October 2017. So any savings from this will not be fully achieved until 2018/19.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
All of these building were identified for continued community use as part of the Voluntary Sector Accommodation Plan produced in 2015. The Council will therefore be seeking new arrangements that can ensure the continued and effective provision of community use of these facilities and the impact on users and partners should therefore be minimal.
The review will impact on a number of staff within the Community Resources Team who currently support the directly managed facilities. Depending on the detail of the proposal TUPE may apply and there is likely to be the need for a reorganisation within

4. Impact and risks of proposal

the Community Resources Team.

Outline risks associated with proposal and mitigating actions:

Risk: New providers are not familiar with needs of the voluntary and community sectors. Mitigation: This will be written into the specification and scoring criteria of any tender exercise.

Risk: Failure to achieve saving through new arrangements. Mitigation: There are some areas of expenditure such as business rates that can be reduced through outsourcing without any impact on the service.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	164	(184)	(20)	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £200k Review of facilities management arrangements	70	130		200
Total	70	130		200
% of Net Budget	-350%	-650%	%	-1000%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
A	D	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
1	9	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

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7. Impact on Corporate priorities		
		10. Inspiring efficiency, effectiveness and equity

8. 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?

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

10. Human Resources impact					
Will this saving 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	3	3	4		1
Sc 6 – SO2	2	2	2		
PO1 – PO5	3	3	3		
PO6 – PO8	1	1	1		
SMG 1 – 3					
JNC					
Total	9	9	10	0	1
Gender	Female	Male			
	5	4			
Ethnicity	BME	White	Other	Not Known	
Disability	Yes	No			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	

11. Legal implications
State any specific legal implications relating to this proposal:
TBC

11. Legal implications**12. 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
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Tender exercise commences
January 2017	Outcome of tender exercise to M&C Community Resources Team staff re-org consultation commences
March 2017	Deptford Lounge tender exercise commences
April 2017	Directly managed buildings saving strand implemented Community Resources Team staff re-org implemented.
June 2017	Outcome of Deptford Lounge tender to M&C
October 2017	Deptford Lounge saving implemented.

1. Savings proposal	
Proposal title:	Removal of the Assembly Fund
Reference:	L9
LFP work strand:	Culture and Community Development
Directorate:	Community Services
Head of Service:	James Lee
Service/Team area:	
Cabinet portfolio:	Cllr Joan Millbank
Scrutiny Ctte(s):	Safer Stronger

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £270k Removal of the Assembly Fund	Yes	Yes	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>In May 2007, the Mayor's Commission on Empowering Communities and Neighbourhoods recommended that the London Borough of Lewisham introduce local ward assemblies for each of the borough's 18 wards. The Commission's objective was that these localised bodies, defined by the active involvement of ward councillors, would enable the people living and working in each ward to have a stronger and more direct influence in shaping their local community, supporting an ongoing process for identifying and resolving local concerns and implementing local solutions. The Local Assemblies programme was established in March 2008.</p> <p>The Local Assemblies programme particularly helps to deliver the Lewisham Sustainable Community Strategy priority outcome 'empowered and responsible – where people can be actively involved in their local area and contribute to supportive communities'. The programme is also helping to deliver the corporate priority 'community leadership and empowerment – developing opportunities for the active participation and engagement of people in the life of the community'.</p> <p>Each Assembly has an individual fully voluntary co-ordinating group which plans its work between Assembly meetings and is supported by the Council-employed Development Officer. The local co-ordinating group has the active involvement of elected members and a range of individuals who have volunteered to support their local Assembly. These individuals bring organisational and communication skills which are invaluable in facilitating the work of the Assembly programme.</p> <p>Each Assembly is allocated a fund of £15,000 to run local projects. £2,500 of this sum is known as the Councillor Discretionary Fund and this can be utilised directly by Ward Councillors to address other areas which may arise during the course of the year or are not identified by residents as key priorities but which still have an impact on the local area.</p>
Saving proposal
The removal of the assembly Fund of £15,000 per ward - £270,000 across the whole borough.

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4. Impact and risks of proposal

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

The proposal will lead to the loss of £15,000 per ward to allocate to local projects. The exact impact of this will depend on what the Assembly would have chosen to allocate the funds to.

The vast majority of these funds are allocated to local voluntary and community groups to deliver local services and this provision will be reduced as a result of this saving.

Outline risks associated with proposal and mitigating actions:

The small grants fund and festival fund will still be available to fund some activity on an annual basis but there will be an expectation that the role of the Assembly shifts from the allocation of these funds to the coordination of wider community activity and volunteer led projects that do not receive direct funding from the Council.

The staffing resource for the delivery of the Assembly Programme will be unaffected by this proposal.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	345	(0)	345	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Removal of the Assembly Fund	270	0	0	270
Total	270			270
% of Net Budget	78%	0%	0%	78%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
A	E	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local
1.	9.	
Impact on main priority – Positive /	Impact on second priority – Positive /	

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7. Impact on Corporate priorities		
Neutral / Negative	Neutral / Negative	economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Negative	Negative	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. Ward impact	
Geographical impact by ward:	No specific impact / Specific impact in one or more
	Impact will be uniform across all wards.
	If impacting one or more wards specifically – which?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Not known	Pregnancy / Maternity:	Not known
Gender:	Not known	Marriage & Civil Partnerships:	Not known
Age:	Not known	Sexual orientation:	Not known
Disability:	Not known	Gender reassignment:	Not known
Religion / Belief:	Not known	Overall:	Not known
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

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
TBC

12. 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
July 2016	Paper to Labour Group
August / September 2016	Budget setting
October 2016	Liaison with Assemblies
November 2016	Liaison with Assemblies
December 2016	Liaison with Assemblies
January 2017	Liaison with Assemblies
February 2017	Liaison with Assemblies

12. Summary timetable

March 2017

Savings implemented

L9 – Local Assembly Fund

Equalities Analysis Assessment

Name of proposal – Removal of Local Assembly Fund

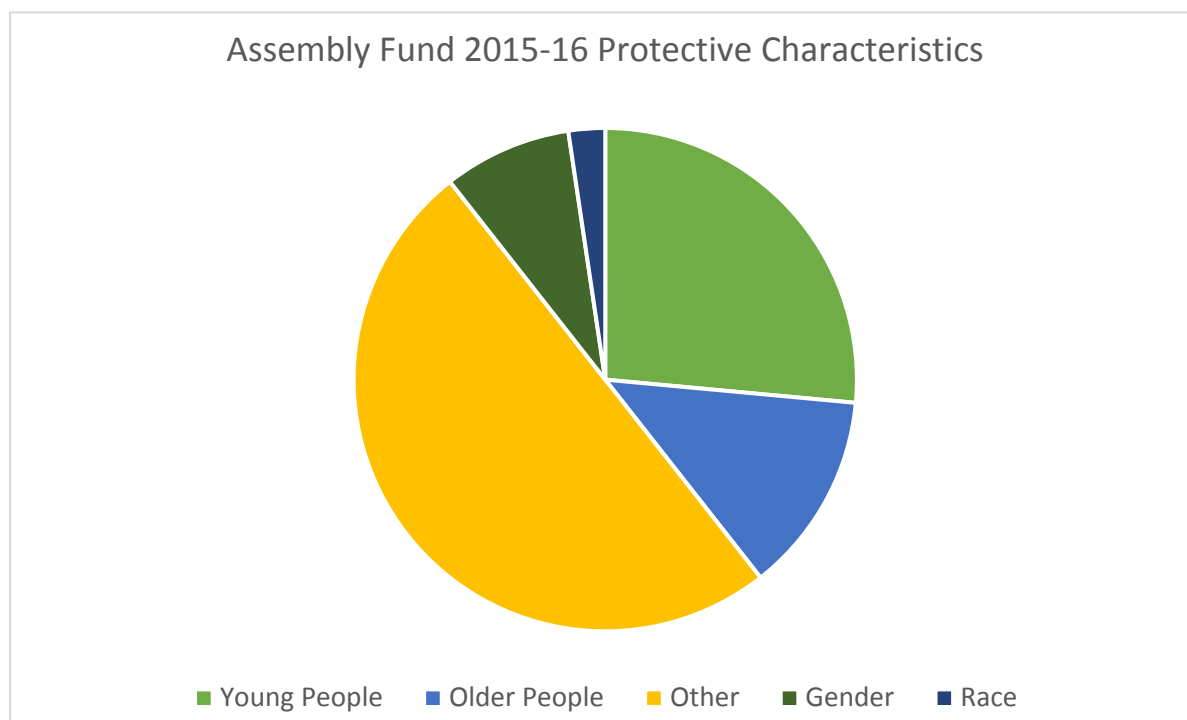
Lead officer - James Lee (Head of Cultural and Community Development Service)

Start date of Equality Analysis 10 August 2016

End date of Equality Analysis 12 August 2016

Background - This document is the Equalities Analysis Assessment to assess the impact of the removal of the Local Assembly Fund.

Local Assembly Fund - £12,500 available to all 18 Lewisham wards and disseminated via the Ward Assembly. On top of this Ward Councillors have £2,500 Councillor Discretionary Fund available which some choose to add to the Assembly Fund making £15,000 available. For the purpose of this assessment the two funds are combined as they are administered identically. The allocation process varies ward to ward with some assemblies funding projects using a commissioning process having already identified need and gaps in provision. Other wards use a small grants process with applications needing to meet at least one of the assembly priorities as decided by the assembly.



Areas funded by the Assembly Fund will change year to year as new organisations become involved and fresh projects are identified. However, assembly funding has consistently supported a large number of projects that benefit both younger and older people.

In 2015-16 46% of Local Assembly Fund projects were specifically targeting either young people or older people, this equates to approximately £124,000 of the £270,000 available.

Impact on small local projects – Whilst the sums involved are quite small, the Assembly Fund clearly provides an opportunity for local organisations to run projects that are based locally and benefit local people. We know that having to travel can be detrimental to buy-in and this is particularly evident with both young and old people. Therefore ward based activities can be very successful, in addition as they are funded on local need there tends to be high demand. Many of the activities funded are linked to health and wellbeing such as girls' football and day trips. At a time when we are recognising the need to combat obesity and social isolation many of these projects directly address this.

Data Summary for age - According to the 2011 Census some 70,100 Lewisham residents are aged between 0-19 (25% of the population), whilst some 179,800 residents are aged between 20-64 (65% of the population). By contrast there are some 26,200 older people aged 65 and over (9.5%).

According to the 2013 Sub National Population Projections by 2021 the number of Lewisham residents aged 0-19 is expected to rise to 79,570 (25% of the population), whilst the number of people aged 20-64 is expected to reach 208,190 (65% of the population). By contrast the number of people aged 65 and older is expected to increase to 30,570 (10% of the population).

Ward profiles suggest that a greater number of older residents (65+) live in the south of borough in areas like Downham or Grove Park; whilst younger residents (0-19) are spread throughout the borough more evenly.

Conclusion – It is important to emphasise that areas funded by the Assembly Fund change every year, however the Local Assemblies consistently support a large number of projects that benefit both old and young people. The Small and Faith Fund with a particular emphasis on Communities that Care can mitigate the impact as can the commissioning of some youth activities by the Children and Young People Service and Crowdfunding. However, there will still be a negative impact particularly on the smaller / more local services and new community organisations many of whom will use the Assembly Fund as their first 'dip' into applying for funding. The process required to apply for the Assembly Fund is relatively straightforward and this is clearly of benefit to some of the older peoples' groups who may not have the same level of both IT and funding expertise.

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	Festival								
Forest Hill	20th Forest Hill (scoutlink) Scout Group		YP						
Lee Green	Glendale Managed Services	Yes							
Lee Green	Friends of Manor House Gardens	Yes							
Lee Green	Lee Fair Share		OP						
Lee Green	Lee Manor Community Garden	Yes							
Lee Green	Lee Green Lives	Yes							
Lee Green	Fuss@Hither Green	<u>Yes</u>							
Lee Green	Lee Green Lives		OP					F	
Lewisham Ctrl	Glendale Managed Services	Yes							
Lewisham Ctrl	Dalmain Athletic Girls Football Club		YP					F	
Lewisham Ctrl	Glendale Managed Services	Yes							
Perry Vale	Forest Hill School		YP						
Perry Vale	Dalmain Athletic Girls Football Club		YP					F	
Perry Vale	Walk In Space Youth Club		YP						
Perry Vale	Lewisham Elders Resource Centre (Seniors)		OP						
Perry Vale	Friends of Dacres Wood	Yes							
Perry Vale	Sign Language & Deaf Awareness			Yes					
Rushey Green	Catford Street Trees	Yes							

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Rushey Green	Friends of Mountsfield Park	Yes							
Rushey Green	Lewisham Asian Elders and Carers Group		OP				Yes		
Rushey Green	Lewisham Irish Community Centre		YP				Yes		
Rushey Green	Lewisham Youth Theatre		YP						
Rushey Green	St Dunstan's Enterprises		YP					F	
Rushey Green	Broadway theatre	Yes							
Bellingham	Solon Security	Yes							
Bellingham	8th Lewisham Scout Group		YP						
Bellingham	Demand Energy Equality	Yes							
Bellingham	Sport Fun 4 All	Yes							
Bellingham	Sydenham Arts	Yes							
Bellingham	Christ Church United Reformed Church Churches Together in Bellingham	Yes							
Bellingham	Dalmain Athletic Girls Football Club		YP					F	
Bellingham	Christ Church United Reformed Church Churches Together in Bellingham	Yes							
Bellingham	ABC Under 5		YP						
Bellingham	Lewisham Disability Coalition			Yes					

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Brockley	Nestor Milyaev (Fix your Bike Brockley)	Yes							
Brockley	St John's Church Deptford		OP						
Brockley	Brockley Society Tree Committee	Yes							
Brockley	Chelwood House for Families		YP						
Brockley	Max Media Arts CIC	Yes							
Brockley	Frameless Arts CIC	Yes							
Brockley	Bright Beginning		YP						
Brockley	Brockley Society Tree Committee	Yes							
Brockley	Little Babbaz		YP						
Brockley	Heston Nature Garden Group	Yes							
Bellingham	Sydenham Community Library		YP						
Bellingham	Bellingham Community Project	Yes							
Bellingham	Bellingham Community Project for DFCG			Yes					
Whitefoot	Dalmain Athletic Girls Football Club		YP					F	
Whitefoot	Downham Nutrition Partnership	Yes							
Whitefoot	Goldsmiths Community Association	Yes							
Whitefoot	Downham Celebrates Company	Yes							
Whitefoot	The Christmas Cracker Trip		OP						

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	Venues Project									
Whitefo ot	Lewisham Citizens Advice Bureau	Yes								
Whitefo ot	The Christmas Cracker Trip Venues Project		OP							
Whitefo ot	Further Green Neighbourho od watch Committee	Yes								
Downha m	REAP Centre on behalf of ALIZA a place to be me		YP							
Downha m	Sports Fun 4 All	Yes								
Downha m	The Christmas Cracker Trip Venues Project		OP							
Downha m	Regal Education Arts Project		YP							
Downha m	Good Shepherd Youth Club		YP							
Downha m	Lewisham Citizens Advice Bureau	Yes								
Downha m	Academy Achievers		YP							
Downha m	Downham Celebrates Company	Yes								
Downha m	Downham Celebrates Company	Yes								
Sydenha m	Friends of Sydenham Community Library		YP							
Sydenha m	TNG Centre		YP							
Sydenha m	SEE3 Portas Pilot	Yes								

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Sydenham	Sydenham Arts	Yes								
Sydenham	Lewisham Hear to Help / Action on Hearing Loss			Yes						
Sydenham	Friends of Sydenham Community Library	Yes								
Sydenham	Sydenham Community Library	Yes								
Sydenham	The Greener Homecroft Project Group	Yes								
New Cross	The New Cross Gate Trust	Yes								
New Cross	Carers Lewisham & Honeypot Charity		YP							
Grove Park	Skanska Christmas Tree	Yes								
Sydenham	Christmas Tree	Yes								
Crofton Park	Dalmain Pen		YP						F	
Crofton Park	Eco Communities	Yes								
Crofton Park	Ackroyd Community Association		OP							
Crofton Park	Ewart Road Housing Co-operative		YP							
Crofton Park	Friends of Blythe Hill Fields	Yes								
Crofton Park	Crofton Park & Honor Oak Neighbourhood Forum	Yes								
Crofton Park	St Saviours Church		OP							
Crofton Park	Walk In Space Youth Club		YP							
Crofton	Acorn		YP							

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Park	Childrens Club									
Blackheath	Church of Ascension							Yes		
Blackheath	Winning Post Sports Services		OP						M	
Blackheath	Dalmain Athletic Girls Football Club		YP						F	
Blackheath	Quaggy Development Trust		OP							
Blackheath	Quaggy Development Trust		OP							
Blackheath	Age Exchange		YP							
Blackheath	Age Exchange		OP							
Ladywell	Max Media Arts CIC	Yes								
Ladywell	Friends of Brockley & Ladywell Cemeteries	Yes								
Ladywell	Hopcroft Forum	Yes								
Ladywell	Ladywell Youth Club & One Community Project		YP							
Ladywell	St Andrews Centre	Yes								
Ladywell	Dalmain Athletic Girls Football Club		YP						F	
Grove Park	Dalmain Athletic Girls Football Club		YP						F	
Grove Park	WG Grace Senior Citizen Tuesday Club		OP							
Grove Park	Baring Primary School	Yes								
Grove Park	Carers Lewisham		YP							
Grove Park	Glendale Managed	Yes								

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	Services									
Grove Park	SCALE Projects		YP							
Grove Park	Volunteer Centre Lewisham	Yes								
Grove Park	Chinbrook Dog Show	Yes								
Grove Park	9th Lewisham Scout Group		YP							
Lewisham Ctrl	Skanska Christmas Tree	Yes								
Blackheath	Blackheath Society	Yes								
Crofton Park	Crofton Park & Honor Oak Neighbourhood Forum	Yes								
Downham	Frying Squad	Yes								
Forest Hill	Teatro Vivo	Yes								
New Cross	New Cross & Deptford Free Film Festival	Yes								
New Cross	New Cross Learning	Yes								
New Cross	Creekside Education Trust		YP							
New Cross	ALIZA - a place to be me		YP							
New Cross	SIGNAL Family Support		YP	Yes						
Whitefoot	St John The Baptist Church	Yes								
Whitefoot	Whitefoot & Downham Community Food Plus Project	Yes								
Telegraph Hill	Just Older Youth		OP						M	
Telegraph Hill	LBL Greenscene	Yes								
Telegraph	New Cross	Yes								

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ph Hill	Gate Trust									
Telegraph Hill	Hillview Community Services							Yes		
Telegraph Hill	Telegraph Hill Centre		OP							
Telegraph Hill	Sew 4 U Fashion		YP							
Telegraph Hill	Telegraph Hill Playclub		YP							
Telegraph Hill	Somerville Youth and Play Provision		YP							

1. Savings proposal

Proposal title:	Adult Learning Lewisham
Reference:	L10
LFP work strand:	Culture and Community Development

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1. Savings proposal	
Directorate:	Community Services
Head of Service:	Liz Dart
Service/Team area:	Adult Learning Lewisham
Cabinet portfolio:	Chris Best
Scrutiny Ctte(s):	Healthier Communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £40k General revenue subsidy reduction	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed: Adult Learning Lewisham helps over 4,000 people each year to achieve their goals, improve their skills and transform their lives through adult learning classes. There are over 12,000 enrolments on 1,100 different courses with a 92% success rate. The service runs from three specialist adult learning centres in Brockley, Lewisham and Grove Park as well as working in a number of community settings.
Saving proposal Adult Learning Lewisham is primarily funded by the Skills Funding Agency with an annual grant allocation of £3.2m in 2016/17. This is supplemented by fees income from learners. The Council provides subsidy in the form of corporate overheads including the running costs of three adult learning centres. In addition there is a nominal revenue budget subsidy of £40k per annum. It is proposed to reduce this to £0 through a combination of increased income from fees and expenditure efficiencies.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff: It is anticipated that this saving can be achieved with minimal impact to the service.
Outline risks associated with proposal and mitigating actions: No risks identified as the saving is only a very small percentage of the service turnover.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	3,934	(3,892)	42	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) £40k General revenue subsidy reduction	40			40
Total	40			40
% of Net Budget	95.2%	%	%	%
Does proposal	General	DSG	HRA	Health

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5. Financial information				
impact on: Yes / No	Fund			
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
D	A	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
9.	5.	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Low	

8. 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?

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

10. Human Resources impact

10. Human Resources impact

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

No

11. Legal implications

State any specific legal implications relating to this proposal:

TBC

12. 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
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
March 2017	Savings implemented

APPENDIX v

M – Strategic housing

M4. PLACE / Ladywell

M5. Hostel Acquisition

M6. Reorganise provision of Handy Person service

M7. Reduce No Recourse to Public Funds costs

1. Savings proposal	
Proposal title:	PLACE / Ladywell
Reference:	M4
LFP work strand:	M – Strategic housing
Directorate:	Customer Services
Head of Service:	Genevieve Macklin
Service/Team area:	Strategic Housing
Cabinet portfolio:	Housing/Cllr Egan
Scrutiny Ctte(s):	Housing/PAC

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £85k generating income from leasing PLACE / Ladywell development	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Strategic Housing Service manages and commissions housing services to meet the Council's housing objectives.
The PLACE / Ladywell project has been developed as a response to the on-going shortage of affordable temporary accommodation for homeless households, and makes temporary use of a vacant site in advance of long term regeneration.
Saving proposal
PLACE / Ladywell includes 24 residential units as well as a range of ground floor commercial uses.
Mayor & Cabinet agreed to lease the 24 homes to Lewisham Homes, so that they might be made available to homeless families awaiting a permanent housing offer.
Lewisham Homes will collect rent, and manage the properties, and will pay an annual lease rent to the Council. This lease rent is £205,000.
The £85,000 saving proposal is the surplus that the Council will make from this lease rent, after all financing costs associated with the construction of the building are paid.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The proposal in itself addresses risks to residents by providing a better and more affordable form of temporary housing.
Outline risks associated with proposal and mitigating actions:
The PLACE / Ladywell development is time limited, and expected to stay on the Ladywell site for four years. At this point the building will be moved, and another future use found for it. The income is therefore guaranteed for four years, after which it is dependent on the future use found for the building.
Officers have already commenced activity to find another site. The building is

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4. Impact and risks of proposal

warranted for 60 years and for up to 10 moves. Both of these factors will protect the Council's position.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	120	*(205)	(85)	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Generating income from leasing PLACE / Ladywell development	85			85
Total	85			85
% of Net Budget	100%	%	%	100%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

* This is an income generating scheme which is expected to achieve income in the region of £205k per year. Once corporate costs have been taken, a net income of £85k will be available to put forward for savings.

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
D	E	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
6	5	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

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

9. 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:			
This will have a positive impact for homeless households			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications	
State any specific legal implications relating to this proposal:	
TBC	

12. 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
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Savings implemented (this can be implemented in-year)

1. Savings proposal	
Proposal title:	Hostel Acquisition
Reference:	M5
LFP work strand:	M – Strategic housing
Directorate:	Customer Services
Head of Service:	Genevieve Macklin
Service/Team area:	Strategic Housing
Cabinet portfolio:	Housing/Cllr Egan
Scrutiny Ctte(s):	Housing

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £150k generating income from renting newly acquired hostel accommodation	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The Strategic Housing Service manages and commissions housing services to meet the Council's housing objectives.
The Hostels Acquisition project was agreed in 2014 as a response to the on-going shortage of affordable temporary accommodation for homeless households. It enabled an agreed programme of investment to purchase properties across Lewisham which could be converted to be used as hostels.
Saving proposal
To date an additional 38 hostel rooms have been acquired at: Stansted Road, Catford, Deptford High Street and at Hamilton Lodge & 118 Canonbie Road in Forest Hill,
The £150,000 saving proposal is the surplus that the Council will make from the rents collected from these properties, after all financing costs associated with the acquisition and conversion of the buildings are paid.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
The proposal in itself addresses risks to residents, by providing a better and more affordable form of temporary housing.
Outline risks associated with proposal and mitigating actions:
These properties have been purchased and the conversion programme will complete in September, at which point the income stream will be in place. As such the risk is minimal

5. Financial information				
Controllable budget:	Spend	Income	Net Budget	

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5. Financial information				
General Fund (GF)	£'000	£'000	£'000	
	401	* (551)	(150)	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Generating income from renting newly acquired hostel accommodation	150			150
Total	150			150
% of Net Budget	100%	%	%	100%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

* This is an income generating scheme which is expected to achieve income in the region of £150k per year. Once the refurbishment has been completed and corporate costs have been taken, a net income of £150k will be available to put forward for savings.

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
D	E	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
6	10	1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. 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?

9. 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:			
This will have a positive impact for homeless households			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
TBC

12. 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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August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Savings implemented (this can be implemented in-year)

1. Savings proposal

1. Savings proposal	
Proposal title:	Handyperson service
Reference:	M6
LFP work strand:	M – Strategic housing
Directorate:	Customer Services
Head of Service:	Kevin Sheehan
Service/Team area:	Private Sector Housing Agency
Cabinet portfolio:	Cllr Damien Egan
Scrutiny Ctte(s):	Housing/Safer Stronger Communities

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £150k transfer the service to be community run	Yes	Yes	Yes

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The handyperson scheme provides small repairs and adaptations to the homes of older or disabled residents so they can remain in their homes living safely and independently. This service is free, residents just pay the cost of any materials required.</p> <p>For current unlimited access to this service clients need to be at least 60-years-old and/or disabled and includes a priority group for those under 60 who are disabled and need to go home from hospital after an operation. The service is for home owners, private renters or the Council and some restrictions may apply for housing association tenants.</p> <p>Handy persons carry out:</p> <ul style="list-style-type: none"> • Small plumbing repairs • Moving furniture for easier access • Fitting grab rails, hand rails and curtain rails • Changing tap washers • Adjusting doors • Changing light bulbs <p>There are currently three handypersons who perform approx. 3,300 small jobs per annum (based on 15/16 outputs). This equates to approx. five jobs a day per person and is considered an inefficient use of resources.</p> <p>Whilst the intention of this team is to provide a very useful subsidised service it is considered to be inefficient as it is not directed to all those who may be eligible given the propensity of repeat jobs at no limit. Also, unlike other authorities, Lewisham does not charge service users for this service. The cost of this service is £150k (including vans, tools and staffing costs) if we were to charge.</p>
Saving proposal
There is a current review underway to establish whether this service area can be transferred to Lewisham Local so that we can retain the service, improve outputs and keep it running outside of the Council.

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4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Transferring this service will ensure vulnerable/elderly/disabled clients continue to be supported.
Outline risks associated with proposal and mitigating actions:
That we cannot maintain the level of service as currently there are three dedicated handypersons – further actions needed to establish what other providers can do and how the service users may be impacted.

5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	154	(4)	150	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) transfer the service to be community run	150			150
Total	150			150
% of Net Budget	100%	%	%	100%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
E		A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low		

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
TBC		1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
TBC		
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
TBC		

8. 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?

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

10. Human Resources impact					
Will this saving 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	3	3	4	0	1
Sc 6 – SO2					
PO1 – PO5					
PO6 – PO8					
SMG 1 – 3					
JNC					
Total	3	3	4	0	1
Gender	Female	Male			
		3			
Ethnicity	BME	White	Other	Not Known	
		3			
Disability	Yes	No			
		3			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
				3	

11. Legal implications
State any specific legal implications relating to this proposal:
TBC

12. Summary timetable
Outline timetable for main steps to be completed re decision and

12. Summary timetable	
implementation of proposal – e.g. proposal, scrutiny, consultation (public/staff), decision, transition work (contracts, re-organisation etc.), implementation:	
Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented

1. Savings proposal	
Proposal title:	No Recourse to Public Funds Costs
Reference:	M7
LFP work strand:	M – Strategic housing
Directorate:	Customer Services
Head of Service:	Genevieve Macklin
Service/Team area:	No Recourse to Public Funds (NRPF)
Cabinet portfolio:	
Scrutiny Ctte(s):	Public Accounts Select Committee

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £64k re-provisioning	No	No	No
b) £36k Housing Benefit Project	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
NRPF provides accommodation and subsistence to those assessed as destitute and unable to meet their needs because of their immigration status. This precludes access to most social security benefits, social housing, for many the right to work. Support for families is provided under S17 Children Act and for vulnerable adults, Part 1 Care Act.
Saving proposal
It is proposed to re-provision the most expensive eleven households to achieve savings of £64,000 over the financial year. These households have already been identified, as has 70% of the move on property.
Tenancy at will agreements have been finalised that establish a liability for rent for NRPF applicants to become eligible for Housing Benefit (HB) once they have had their 'no recourse' restriction lifted. This means that HB can now be claimed while applicants remain in accommodation procured and paid for by Lewisham until they are resettled into their own accommodation in the private sector.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
Applicants will be required to move properties and while accommodation has been identified in London, none of it is in borough and will necessitate changes to school, GP services etc. HB will need to fast track HB claims from NRPF applicants
Outline risks associated with proposal and mitigating actions:
Moves out of borough or where changes to school are needed often involve legal challenges from representatives to prevent such moves. The authority is required to devote considerable resources defending such challenges and time delays will reduce the potential saving.
Legal challenges are also likely where applicants are moved to smaller (albeit suitable) accommodation.

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5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	4,442	0	4,442	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a)	64			64
b)	36			36
Total	100			100
% of Net Budget	2%	%	%	2%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
E	D	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Low	Medium	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
7	6	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Medium	

8. 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?

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

APPENDICES i –vi 2017/18 SAVINGS PROPOSAL PROFORMAS

9. Service equalities impact			
		Partnerships:	
Age:	Low	Sexual orientation:	N/A
Disability:	Low	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	TBC
For any High impact service equality areas please explain why and what mitigations are proposed:			
TBC			
Is a full service equalities impact assessment required: Yes / No			TBC

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
TBC

12. 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
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented

APPENDIX vi

Q – Safeguarding and early intervention services

Q6. Developing alternative pathways for care

Q7. Review of Lewisham CAMHS

Q8. Development of Fostering Service

Q9. Reduction in Looked after Children based on edge of care developments

Q10. Enhance family finding

Q11. Review of Meliot Road Centre and contact arrangements

APPENDICES i –vi 2017/18 SAVINGS PROPOSAL PROFORMAS

1. Savings proposal	
Proposal title:	Developing alternative pathways for care and LAC contract monitoring
Reference:	Q6
LFP work strand:	Safeguarding & early intervention
Directorate:	Children and Young People
Head of Service:	Stephen Kitchman
Service/Team area:	Cllr Maslin
Cabinet portfolio:	Children and Young People
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £170k Shared housing	Yes	No	No
b) £420k Supporting people in semi-independence provision with housing services	Yes	No	No
c) £50k Access to public housing at 18	Yes	No	No
d) £270k Claiming housing benefit	Yes	No	No
e) £190k Contract monitoring	Yes	No	No
f) £100k improved pathway planning for leaving care	Yes	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
Leaving Care Service – provides statutory case management for children who have been in local authority care and support their transition to adulthood from the age of 16 to 21 and in some circumstances up to the age of 25. The service advises and assists a looked after young person with a view to promoting their welfare when they stop being looked after.
Saving proposal
<p>a) Shared housing – This saving is to ensure two of our current properties are fully occupied rather than placing these young adults in more expensive semi-independence provision – Saving £170k</p> <p>b) Increasing the capacity of the Supporting People Pathway, so that Care Leavers can be supported in this provision, as an alternative to higher cost semi-independence provision. This saving is built around using this less expensive accommodation – Saving £420k</p> <p>c) Access to public housing at 18 – When a Care Leavers turns 18 the service currently start to looking for alternative independent housing for the young person. This can take a number of months, during this period the young person remains in</p>

3. Description of service area and proposal

care and continues to be accommodated in higher cost accommodation. This saving proposal looks at starting the search for housing prior to the young person turns 18, allowing them to leave care on their 18th Birthday or just after – **Saving £50k**

- d) Claiming house benefit – This proposal involves the appointment of an officer to claim housing benefit on behalf of the young person – **Saving £270k**
- e) Contract monitoring – This proposal will look at tracking all residential and semi-independence provision to ensure that the agreed contract is being delivered or the costs of the contract is brought in line with the service and needs of the young person – **Saving £190k**
- f) Appointment of two Personal Advisors to support children this will allow an improved pathway planning & support for independence skills provision for leaving care and in turn reduce the costs of placements – **Saving £100k**

4. Impact and risks of proposal

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

- a) Shared housing – No negative impact on young people or the service. Young people will be placed in this accommodation where it is deemed that this is appropriate for them.
- b) A greater number of young people will be passing through the Supporting People Pathway, but funding from Children’s Social Care will be used to expand the provision available and so this will not result in fewer units being available for non-Care Leavers.
- c) Children’s Social Care and Housing need to bring the work being done with the young person to find their own housing, prior to them turning 18, rather than after them turning 18. This shouldn’t result in more work for the services, just work taking place at a different point in time.
- d) There will be no negative impact from this. It is money that should be already being claimed, but is not consistently, due to a lack of coordination and current capacity for this process.
- e) This should have a positive impact on the quality of provision and thus the quality of care and better achievement of outcomes for Looked After Children and Care Leavers. This will however result in additional work for the Service.
- f) This has a positive impact on the Leaving care Service and capacity to work with young people to move to independence at the earliest possible appropriate stage, simultaneously assisting with reduction of budget pressures.

Outline risks associated with proposal and mitigating actions:

- a) and b) No risks identified.
- c) Risk is developing a new process and legal and procedural barriers will need to be reviewed and navigated. Will be mitigated by this piece of work being progressed as a joint priority between Children’s Social Care and Housing. Senior Management overview is in place.

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4. Impact and risks of proposal

d), e) and f) Additional capacity is needed to enable this to happen. Risk that this will not be available, is being mitigated by funding having been agreed and process underway to recruit a new Contract Officer post that will complete these 2 pieces of work. Approval has also been given for recruitment of the Personal Advisors. It is intended that improved provider management will ensure Housing Benefit is claimed, some additional business support may be required to kick start this.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	7,308	(0)	7,308	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Shared housing	170	0	0	170
b) Supporting people in semi-independence provision with housing services	420			420
c) Access to public housing at 18	50			50
d) Claiming house benefit	270			270
e) Contract monitoring	190			190
f) - Improved pathway planning & support for independence skills provision for leaving care	0	100		100
Total	1,100	100	0	1,200
% of Net Budget	15%	1%	0%	16%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
E	A	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement
7	2	

7. Impact on Corporate priorities		
		3. Clean, green and liveable
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	4. Safety, security and a visible presence
Negative	Negative	5. Strengthening the local economy
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	6. Decent homes for all
Medium	Low	7. Protection of children
		8. Caring for adults and the older people
		9. Active, healthy citizens
		10. Inspiring efficiency, effectiveness and equity

8. 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?

9. 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:			
There is no major equalities impact other than the fact that it will impact on children			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
<p>Children (Leaving Care) Act 2000:</p> <p>This act amends the Children Act 1989 by replacing provisions in section 24 on after care of children looked after by local Authorities. It also creates new duties in relation to planning for Children whose status as looked after children will be ending. Pathway plans, personal advisers, eligible children and relevant children: these comprise the new language of provisions for Children leaving the care system. Provisions come into force, with Related regulations, on 1 October this year.</p> <p>An 'eligible child' is one aged 16 or 17, who has been looked after by a local authority for a period (prescribed under the regulations as 13 weeks), or periods amounting in all to that period, which began after he/she reached 14 years of age and ended after he/she reached the age of 16. It is the duty of the local authority looking after an eligible child to advise, assist and befriend him/her with a view to promoting his/her welfare when they have ceased to look after him/her.</p>

11. Legal implications

For each eligible child, the local authority shall carry out an assessment of his/her needs with a view to determining what advice, assistance and support it would be appropriate for them to provide while they are still looking after him, and after they cease to look after him/her, and shall then prepare a pathway plan for him/her.

The plan has to be kept under regular review. A local authority shall arrange for the child to have a personal adviser

TBC

12. 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
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
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February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented

APPENDICES i –vi 2017/18 SAVINGS PROPOSAL PROFORMAS

1. Savings Proposal	
Proposal Title:	Review of Lewisham CAMHS
Reference:	Q7
LFP Work Strand:	Safeguarding & Early Intervention
Directorate:	Children & Young People
Head of Service:	Warwick Tomsett
Service/Team Area:	Joint Commissioning
Cabinet Portfolio:	Children and Young People
Scrutiny Ctte(s):	Children and Young People / Healthier

2. Decision Route			
Saving Proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £194k Improve the access pathway for child and adolescent mental health services	Yes	No	No
b) £50k Further integration of mental health services for looked after children	Yes	No	No

3. Description Of Service Area And Proposals
Description of the service area (functions and activities) being reviewed:
<p>Service configuration</p> <ul style="list-style-type: none"> ▪ Child and adolescent mental health services (CAMHS) in Lewisham are divided into specialist community and tertiary inpatient/outpatient services ▪ There are eight teams within the specialist community service, which cover: <ul style="list-style-type: none"> ○ Generic support for significant mental health issues/access into CAMHS ○ Children and young people involved with the Youth Offending Service ○ Children and young people who are looked after (LAC) ○ Children and young people with disabilities ○ Children and young people with severe and enduring mental health issues ▪ These savings proposals focus on the four teams providing generic support to young people (East and West Clinic teams) and specific support to looked after children (SYMBOL and the Virtual School for CAMHS) <p>Commissioning</p> <ul style="list-style-type: none"> ▪ Lewisham CAMHS (excluding inpatient and some outpatient services) is commissioned by the Joint Commissioning team on behalf of both NHS Lewisham Clinical Commissioning Group (CCG) and the London Borough of Lewisham. Services are delivered by South London & Maudsley (SLAM) NHS Foundation Trust <p>Funding</p> <ul style="list-style-type: none"> ▪ The total funding for CAMHS is £4.286m, broken down as follows: <ul style="list-style-type: none"> ○ Local authority contribution – £1.008m ○ CCG contribution – £2.775m ○ Other funding (e.g. DoH, DSG, Pupil Premium Grant) – £503k

3. Description Of Service Area And Proposals

Provision

- CAMHS services are limited and can only be accessed by young people who exceed certain thresholds for risk and need. However, CAMHS provision is one element of a broader range of support available to meet the emotional and mental health needs of children and young people – other provision includes schools-based counselling and mental health & wellbeing services delivered by local voluntary and community organisations

Context

Strategic approach

- *Lewisham's Mental Health & Emotional Wellbeing Strategy* – this strategy sets out our vision and priorities for young people's mental health provision across the borough:
 - Create better, clearer and more responsive care pathways to enable improved access into appropriate services
 - Invest in evidence-based training and practice to ensure earlier identification and improved support
 - Embed resilient practice in community settings, where we will create a young person population that is better able to cope when faced with adversity
 - Increase awareness of mental health and emotional wellbeing and provide guidance regarding where to go for support

Issues

- *Funding* – Lewisham needs to identify £45m of savings to be delivered by 2019/20, in addition to savings of over £120m already achieved since 2010. Over this period, no savings have been taken from the c.£1m local authority contribution to CAMHS
- *Rising complexity of cases* – clinicians (particularly those within the two generic teams) have reported that presenting need is increasing in terms of severity, meaning that capacity is stretched across the current service
- *Performance* – levels of rejected referrals (39% overall), waiting times (approximately 13-14 weeks), intervention length and intensity (average length of intervention is 9 appointments over fifty-four weeks) and DNA rates (12% across the service)¹
- *Pathways* – pathways are not always consistent across community provision and CAMHS clinical services, plus thresholds between the two are not well understood (a high number of rejected referrals are inappropriate and, in many cases, children and families are being signposted to universal services who are not equipped to deal with this level of need)

Opportunities

- *CAMHS transformation* – annual CCG funding over four years (until 2019/20) to transform the way in which child and adolescent mental health services are delivered locally. There is a particular focus on crisis care, eating disorders and reshaping services in line with the national 'Future in Mind' recommendations

Saving proposals

These savings proposals should be regarded as an opportunity for positive change, enabling us to reshape part of the current CAMHS service (supported by CAMHS transformation funding) in order to deliver a more integrated and streamlined clinical

¹ Based on Lewisham CAMHS Q4 data (2015/16)

3. Description Of Service Area And Proposals

function which embeds outreach and consultation within community-based settings and services, meeting the needs of children and young people more effectively.

Proposal 1 – Improve the access pathway for child and adolescent mental health services

- *Focus of proposal*
 - Phase 1 – we will enable greater alignment of the two generic teams which provide a route into CAMHS by merging operational management. Alongside this, we will integrate the crisis care team within the generic function, providing additional resources to assess all emergency presentations via A&E, all urgent presentations via schools, police, children’s social care & GPs and undertake seven day follow-ups
 - Phase 2 – we will implement the Choice & Partnership Approach (CAPA) across the service. The CAPA model was developed specifically for CAMHS services and, based on its implementation in other areas (including Greenwich), we anticipate that it will significantly improve the flow of cases, reduce the overall treatment time and increase the speed from referral to treatment. This will be supported by technical and process redesign across the generic function, plus a reduction in non-core functions

- *Wider redesign activity (supported by CAMHS transformation funding) – we intend to further enhance the access pathway for children and young people through the development of a blended online/face-to-face triage and clinical support model (see report for further detail) and by establishing CAMHS outreach support in the community, which will combine consultation training and short term interventions*

- *Delivery of savings*
 - Phase 1 – we anticipate that savings of £44k could be achieved in 2017/18 through the merger of operational management. However, given the existing demand and capacity issues within the two generic teams, making further savings in this phase would present a potential clinical risk
 - Phase 2 – the implementation of the CAPA model will take place during 2017/18 (using CAMHS transformation funding to support programme and change management). The expected reduction in demand as a result of improvements to the access pathway as well as increased capacity following the CAPA implementation (plus wider redesign activity) and integration of the crisis care team should enable us to achieve savings of £150k during 2018/19 and 2019/20.

The local authority contribution to the generic CAMHS teams is £224k, so delivering savings of c.£194k would effectively mean that Lewisham no longer funded this part of the service. We are not proposing any savings to the CCG contribution at this stage as there would be a significant impact on the sustainability of the service, (as well as increased pressure on adult mental health services) if these savings were delivered over the same period. Given that the CCG contribution in this area has increased as a result of CAMHS transformation funding and the new access pathway should improve capacity and demand management, we will consider whether any further savings are viable after 2019/20.

Proposal 2 – Further integration of mental health services for looked after

3. Description Of Service Area And Proposals

children

- *Focus of proposal* – the Lewisham Virtual School has collaborated with CAMHS to pilot an integrated mental health outreach service (funded via the Pupil Premium Grant) which supports Lewisham looked after children and improves their readiness to learn. Given the success of this new approach, we intend to integrate the outreach service with the CAMHS SYMBOL service (which provides more traditional, clinic-based support for looked after children), blending outreach and clinic-based support within a graduated model. This will increase the speed of response for the most vulnerable children and young people whilst ensuring that we maximise opportunities to see them in the most appropriate environment
- *Delivery of savings* – we will work closely with CAMHS and the Lewisham Virtual School to develop and implement a new model at a lower cost by April 2017 (releasing savings of £50k, equivalent to one clinical post). To support the implementation of the new delivery model (particularly the outreach element), we will fund a CAMHS Practitioner post via the Pupil Premium Grant

4. Impact And Risks Of Proposals

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

Proposal 1 – Improve the access pathway for child and adolescent mental health services

- The proposed model offers a more coherent and consistent pathway for children and young people accessing mental health services, ensuring that there is better integration between community provision and CAMHS clinical services
- Although there will be a reduction in clinical staff within the generic function, the CAPA approach will enable the service to manage demand & capacity more effectively and respond flexibly to clinical pressures

Proposal 2 – Further integration of mental health services for looked after children

- The outreach approach will enable better promotion of resilience, prevention and early intervention whilst the blended model will deliver a more tailored intervention based on individual need

Outline risks associated with proposals and mitigating actions:

Proposal 1 – Improve the access pathway for child and adolescent mental health services

- *The complexity of cases within the generic function continues to rapidly increase over the next few years* – although it is difficult to accurately predict demand, the proposed redesign of the access pathway (including the development of a blended online/face-to-face triage model) and the implementation of CAPA should ensure that the service is better equipped to manage such pressures in the longer-term. These new approaches will be regularly reviewed in order to inform future practice
- *Implementation of the CAPA model takes longer than anticipated* – evidence from other areas suggests that an implementation timeframe of a year (to

4. Impact And Risks Of Proposals

develop and deliver the new way of working) is realistic, but this will require effective programme and change management as well as buy-in from the service (who are keen to implement the CAPA model). Additional resources will also be allocated to CAMHS in order to eliminate waiting lists prior to the CAPA implementation (to enable a quicker transition process)

- *Implementation of the CAPA model does not release sufficient capacity to deliver the proposed savings* – further modelling will be undertaken with the service to ensure that the figures identified are robust, but the core focus of the implementation will need to be achieving cashable savings (alongside process efficiencies)
- *CAMHS transformation funding ends in 2020/21* – funding is not confirmed beyond this point, so clear transition and contingency measures will need to be in place

Proposal 2 – Further integration of mental health services for looked after children

- *The needs of high risk children and young people are not met* – the proposed model will continue to provide clinic-based support where required, based on an assessment of individual need
- *The proposed model will be less efficient as fewer children and young people can be seen via an outreach approach* – the outreach approach is not intended to simply replicate clinic-based appointments in a local setting, but to provide more tailored support through a number of different routes, including more collaborative working with other services (such as schools & community organisations) and alternative ways of engaging children and young people (e.g. online provision)
- *Funding from the Pupil Premium Grant is not available beyond 2017/18* – we will need to develop a clear business case for future funding (including how it supports the new service model and delivery of improved outcomes for vulnerable young people)

5. Financial Information

Controllable Budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Improve the access pathway for child and adolescent mental health services	44k	50k	100k	194k
Further integration of mental health services for looked after children	50k	0k	0k	50k
Total	94k	50k	100k	244k
% of Net Budget	9%	5%	10%	24% (7% of overall CAMHS funding)
Does proposal	General	DSG	HRA	Health

APPENDICES i –vi 2017/18 SAVINGS PROPOSAL PROFORMAS

5. Financial Information				
impact on: Yes / No	Fund			
	Yes	No	No	No

6. Alignment To Lewisham 2020 Priorities		
Main Priority	Second Priority	Lewisham 2020 priorities
E (Demand management)	A (Strengthening community input)	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	High	

7. Impact On Corporate Priorities		
Main Priority	Second Priority	Corporate priorities
7 (Protection of children)	2 (Young people’s achievement and involvement)	1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Positive	Positive	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High/Medium	High/Medium	

8. 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?

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

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

The CAMHS service supports children and young people with mental health needs, so it is likely that there will be a greater impact on specific protected characteristics like age and disability.

9. Service Equalities Impact

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

Will this saving proposal have an impact on employees: Yes / No	No (NHS staff)
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11. Legal Implications

State any specific legal implications relating to this proposal:
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TBC

12. 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:	
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Month	Activity
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented

1. Savings proposal

Proposal title:	Development of fostering service
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1. Savings proposal	
Reference:	Q8
LFP work strand:	Safeguarding & early intervention
Directorate:	Children and Young People
Head of Service:	Stephen Kitchman
Service/Team area:	Cllr Maslin
Cabinet portfolio:	Children and Young People
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £220 Fostering service increase of in-house carers	Yes	Yes	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>The council's Fostering Service helps to find and provide support to foster parents allowing them to provide a Looked after Child with a stable and caring home. The foster carers provide a safe place and the support that these children and young people need to thrive, whatever situation they have come from. Wherever practicable, the Fostering Service will seek a stable placement, avoiding multiple placement moves for children and young people. Foster carers can either be in house from a pool of Lewisham carers or come from an independent agency. Where a suitable foster placement cannot be found or where such placements repeatedly fail, the only alternative is to place looked after children in residential provision. This is necessary for a very small cohort of children but should only be for those whose needs are so complex that they would not be able to be looked after in foster care, not because of non-availability or limited choice in foster placements.</p> <p>Recruitment of foster carers is currently undertaken by the contractor NRS who also recruit for Haringey, Croydon and Sutton.</p>
Saving proposal
<p>There are three stages to this savings proposals</p> <p>Firstly to work with the current external provider NRS foster care recruitment to increase the volumes of in-house foster carers. This includes better contract management and closer working with NRS to ensure that suitable carers are provided.</p> <p>Secondly to develop a comprehensive fostering strategy which will include review of current services and development of an in-house foster scheme; this will require some invest to save capacity, which is yet to be scoped but will be subject to a rigorous business case.</p> <p>Thirdly, to work to build a specialist foster care scheme which develops existing foster carers to take 'higher end' more challenging placements. While this has been the intention for some time, we have recently had an external review of our services which indicated that we should secure the foundations of our mainstream fostering service before progressing this aspect.</p> <p>A specialist scheme will help placement stability for our most vulnerable children and</p>

3. Description of service area and proposal

provide a greater number of foster carers with the skills to prevent the escalation of behaviours that often currently necessitate a move (causing and further disruption to the child) or even in some cases a residential placement.

4. Impact and risks of proposal

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

Looked after Children would continue to receive the most appropriate placements but more cost effectively and closer to their original home.

The mix of placements would move closer to that for our benchmark group since currently we are relatively high in our use of (expensive) independent fostering agency placements and residential placements.

Outline risks associated with proposal and mitigating actions:

If the changes are not successful, costs will escalate further. This work is therefore part of the transformation programme for social care and will be managed as a project with clear deadlines and deliverables.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	23,080	(0)	23,080	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Fostering service increase of in-house carers	220	0	0	220
Total	220	0	0	220
% of Net Budget	1%	%	%	1%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
E	A	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
7	2	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible

7. Impact on Corporate priorities		
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. 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?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
These service changes will provide a positive outcome for children, but proportionally there are more children in care from ethnic minorities and with disabilities. When the new in house fostering service is set up, and EIA will be necessary.			
Is a full service equalities impact assessment required: Yes / No			Yes

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
<p>Children can come into care in two main ways, either that parents who have asked for help or because the child is at risk of significant harm.</p> <p>Under section 20 of the Children Act 1989 (voluntary agreement): where parents have asked for help and it has been assessed that their child can no longer stay at home, suitable accommodation for the child is found. Parental responsibility remains with the parent/guardian.</p> <p>Under section 31 of the Children Act 1989: if it is considered that the child is at risk of significant harm, the local authority may seek to start care proceedings. Through these court proceedings a care order can be granted to the local authority. When a care order is made, the local authority acquires parental responsibility and becomes a legal parent alongside the parent/ guardian.</p> <p>TBC</p>

11. Legal implications**12. 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
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented

1. Savings proposal	
Proposal title:	Reduction in numbers of Looked after Children resulting from improved edge of care services
Reference:	Q9
LFP work strand:	Safeguarding & early intervention
Directorate:	Children and Young People
Head of Service:	Stephen Kitchman
Service/Team area:	Cllr Maslin
Cabinet portfolio:	Children and Young People
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £495k Reduction in Looked after Children based on edge of care developments	No	No	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
The largest area of spend in Children’s Social Care is placements for looked after children. Lewisham has a relatively high number of looked after children, particularly adolescents and it would be possible, through improved support at the ‘edge of care’ to reduce the numbers who reach the point of having to be ‘looked after’. The key support at the edge of care is given by our Family Intervention Project and outreach services. These provide targeted outreach support for families in Lewisham, which focuses on enabling parents, carers and families to develop the skills necessary to meet the needs of their children to prevent the children becoming looked after. The services are both delivered in family homes and other community settings. The ultimate aim is to move families to a point where they require only universal support over a sustained period.
Saving proposal
The saving centres around ensuring that the re-commissioning of the Family Intervention Project provides a service better targeted at the most vulnerable groups and involves piloting and developing a support service with referral and assessment for young people on the edge of care. This reconfiguration of services will have the objective of reducing the number of children coming into care.

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
It is in the interests of children and their families for there to be reduced escalation of need, allowing children to stay within their family environment were possible.
The aim will be for the number (per 10,000 children) of looked after children to move closer to the benchmark (our statistical neighbours).
Outline risks associated with proposal and mitigating actions:
If we fail to support young people within their families then those young people will end up as looked after anyway, resulting in budget overspends.

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5. Financial information				
Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	23,080	(0)	23,080	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Reduction in Looked after Children based on edge of care developments	495	0	0	495
Total	495	0	0	495
% of Net Budget	2%	0%	0%	2%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
E	A	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities 1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
7	2	
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Negative	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. 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?

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

9. Service equalities impact			
Ethnicity:	N/A	Pregnancy / Maternity:	N/A
Gender:	N/A	Marriage & Civil Partnerships:	N/A
Age:	Yes	Sexual orientation:	N/A
Disability:	N/A	Gender reassignment:	N/A
Religion / Belief:	N/A	Overall:	N/A
For any High impact service equality areas please explain why and what mitigations are proposed:			
This change should have a positive effect for children and their families, since it results in earlier support and intervention.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
Children can come into care in two main ways, either that parents who have asked for help or because the child is at risk of significant harm.
Under section 20 of the Children Act 1989 (voluntary agreement): where parents have asked for help and it has been assessed that their child can no longer stay at home, suitable accommodation for the child is found. Parental responsibility remains with the parent/guardian.
Under section 31 of the Children Act 1989: if it is considered that the child is at risk of significant harm, the local authority may seek to start care proceedings. Through these court proceedings a judge a care order can be granted to the local authority. When a care order is made, the local authority acquires parental responsibility and becomes a legal parent alongside the parent/ guardian.
TBC

12. 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:	
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November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February
March 2017	Savings implemented

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1. Savings proposal	
Proposal title:	Enhanced Family Finding
Reference:	Q10
LFP work strand:	Safeguarding & early intervention
Directorate:	Children and Young People
Head of Service:	Stephen Kitchman
Service/Team area:	Cllr Maslin
Cabinet portfolio:	Children and Young People
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £150k Enhanced family finding	Yes	Yes	No

3. Description of service area and proposal
Description of the service area (functions and activities) being reviewed:
<p>This service provides stability to Looked After Children by identifying the right placement for a child early in their care journey whilst ensuring that individual and family needs are properly assessed and support services provided in order to achieve permanence of the placement. Lewisham provides a range of placement options to ensure that the right placement is available for every child. For many children returning home to their family after a period in care will be the route to permanence and stability. For others, returning to other family or friends under a formal or informal arrangement will be the setting they need in order to thrive. Remaining in care with a long term foster family or finding a new permanent family through adoption, special guardianship or residence orders are other routes to permanence.</p> <p>This proposal seeks to ensure family finding for children/young people with bespoke needs who otherwise would remain in higher cost placements, the proposal is in line with achieving good outcomes for children yet at the same time providing value for money within in house or commissioned services.</p>
Saving proposal
<p>This saving proposal is to improve the capacity of the family finding service to ensure that not only the right placement is found but the placement offers the best value possible. Wherever possible this will be with in-house foster carers and will rely less on the independent sector in order to generate the saving.</p>

4. Impact and risks of proposal
Outline impact to service users, partners, other Council services and staff:
<p>Looked After Children would continue to receive the most appropriate placements but more cost effectively</p> <p>Mix of placements would move closer to that for our benchmark group and support achievement of cost effective placements</p>
Outline risks associated with proposal and mitigating actions:
<p>Increased possibility of placement breakdown for more challenging children if the finding of specialist foster carers are not successful</p>

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4. Impact and risks of proposal

If procurement changes are not achieved the budget for placements is less likely to balance in 2017/8

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	23,080	(0)	23,080	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Enhanced Family Finding	150	0	0	150
Total	150	0	0	150
% of Net Budget	1%	0%	0%	1%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities

Main priority	Second priority	Lewisham 2020 priorities
E	A	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities

Main priority	Second priority	Corporate priorities
7	2	1. Community leadership and empowerment 2. Young people's achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. 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?

9. Service equalities impact			
Expected impact on service equalities for users – High / Medium / Low or N/A			
Ethnicity:	Low	Pregnancy / Maternity:	Low
Gender:	Low	Marriage & Civil Partnerships:	Low
Age:	Low	Sexual orientation:	Low
Disability:	Low	Gender reassignment:	Low
Religion / Belief:	Low	Overall:	Low
For any High impact service equality areas please explain why and what mitigations are proposed:			
These service changes will provide a positive outcome for children, but proportionally there are more children in care from ethnic minorities and with disabilities.			
Is a full service equalities impact assessment required: Yes / No			No

10. Human Resources impact	
Will this saving proposal have an impact on employees: Yes / No	No

11. Legal implications
State any specific legal implications relating to this proposal:
Children can come into care in two main ways, either because their parents have asked for help or because the child is at risk of significant harm.
Under section 20 of the Children Act 1989 (voluntary agreement): where parents have asked for help and it has been assessed that their child can no longer stay at home, suitable accommodation for the child is found. Parental responsibility remains with the parent/guardian.
Under section 31 of the Children Act 1989: if it is considered that the child is at risk of significant harm, the local authority may seek to start care proceedings. Through these court proceedings a judge a care order can be granted to the local authority. When a care order is made, the local authority acquires parental responsibility and becomes a legal parent alongside the parent/ guardian.
TBC

12. 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
July 2016	Proposals prepared (this template and supporting papers – e.g. draft public consultation)
August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	Consultations ongoing
November 2016	Consultations ongoing and (full decision) reports returned to Scrutiny for review
December 2016	Consultations returned to Scrutiny for review leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February

12. Summary timetable

March 2017

Savings implemented

1. Savings proposal	
Proposal title:	Review of Meliot Centre Service and contact arrangements
Reference:	Q11
LFP work strand:	Safeguarding & early intervention
Directorate:	Children and Young People
Head of Service:	Stephen Kitchman
Service/Team area:	Cllr Maslin
Cabinet portfolio:	Children and Young People
Scrutiny Ctte(s):	Children and Young People

2. Decision Route			
Saving proposed:	Key Decision Yes / No	Public Consultation Yes / No	Staff Consultation Yes / No
a) £500k Review of Meliot Centre service	Yes	No	Yes
b) £234k Development of contact centre for looked after children	Yes	No	No

3. Description of service area and proposal
<p>Description of the service area (functions and activities) being reviewed:</p> <p>The Meliot centre is located in North Downham and is a borough wide service. It provides an assessment resource for Childrens Social Care, to assist in decisions relating to parenting capacity to help decide if a child can be looked after by their parent/carer. It is an in house facility. It is not a Family Centre open to the public, rather families come into the service by way of a referral.</p> <p>The main aim of the service is to contribute assessments to enable decisions to be made for :</p> <ul style="list-style-type: none"> ➤ Safeguarding Children ➤ Avoiding the need for children to be looked after ➤ Supporting children being rehabilitated back to their families and local communities. <p>The service provides a social work service to children, young people and their families/carers and contributes to assessment, intervention, case planning and reviews.</p> <p>Looked after children have supervised contact with significant adults, including parents, carers, siblings and extended family members and others in their lives. Supervised contact is mostly ordered by the court when care proceedings have been initiated by the local authority following concerns regarding parental care to a child.</p> <p>“Contact” refers to all contact between a looked after child and significant others, including parents, others with parental responsibility, brothers, sisters, other relatives and friends. Direct contact means any face-to-face contact, from a short meeting to an overnight or longer stay. Indirect contact means letters, cards, telephone calls, texts, emails, exchange of photographs, videos and presents.</p> <p>Contact can be supervised / unsupervised depending on the assessed level of risk. When deemed necessary to safeguard the child direct contact must be supervised,</p>

3. Description of service area and proposal

details of how the supervision will be achieved will form part of the Care Plan.

Contact can help inform decision making about:

- The potential for re-unification with a parent/carer;
- The potential for kinship care within a child's extended family;
- Contact following permanent placement other than the parents.

The interests of the majority of looked after children are best served by sustaining or creating links with their birth families including wider family members.

Currently supervised contact is spot purchased from private providers leading to a significant cost pressure on spend.

Saving proposal

The proposal is to review the work of the Meliot Centre to cease operation as primarily a family assessment centre and instead to re-focus it on operating as a contact centre, with a lesser function of providing parenting assessments. This would mean ending arrangements to pay a private provider for contact services and would therefore generate savings. In terms of contact, the aim would be to provide a service as good or better than that provided currently. In terms of assessment, this will have some impact on staff currently employed at the Meliot Centre but this will be managed through the Council's 'managing change' procedures, ensuring that maximum advantage is taken of redeployment opportunities. For allocated social workers, managers will work closely with staff to minimise additional workload

A full report will be brought to Mayor and Cabinet later in the Autumn.

4. Impact and risks of proposal**Outline impact to service users, partners, other Council services and staff:**

Contact will be provided in a consistent premises and within a Council service that allows flexibility of response to need as well as enabling stronger quality assurance than the current spot purchase arrangement.

Parenting assessment capacity will be retained for specialist assessment but more generic assessment will be embedded within the work of the allocated social worker

Outline risks associated with proposal and mitigating actions:

There are risks that this change will result in an increase in independent social work assessments being ordered by the Court. However specialist assessments capacity is being retained and the model proposed is employed in most local authorities already.

5. Financial information

Controllable budget: General Fund (GF)	Spend £'000	Income £'000	Net Budget £'000	
	1,150	(0)	1,150	
Saving proposed:	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
a) Review of Meliot Centre service	500	0	0	500

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5. Financial information				
b) Development of contact centre for looked after children	234	0	0	234
Total	734	0	0	734
% of Net Budget	64%	0%	0%	64%
Does proposal impact on: Yes / No	General Fund	DSG	HRA	Health
	Yes	No	No	No

6. Alignment to Lewisham 2020 priorities		
Main priority	Second priority	Lewisham 2020 priorities
E	A	A. Strengthening community input B. Sharing services C. Digitisation D. Income generating E. Demand management
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
High	Low	

7. Impact on Corporate priorities		
Main priority	Second priority	Corporate priorities
7	2	1. Community leadership and empowerment 2. Young people’s achievement and involvement 3. Clean, green and liveable 4. Safety, security and a visible presence 5. Strengthening the local economy 6. Decent homes for all 7. Protection of children 8. Caring for adults and the older people 9. Active, healthy citizens 10. Inspiring efficiency, effectiveness and equity
Impact on main priority – Positive / Neutral / Negative	Impact on second priority – Positive / Neutral / Negative	
Neutral	Neutral	
Level of impact on main priority – High / Medium / Low	Level of impact on second priority – High / Medium / Low	
Medium	Low	

8. 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?

9. 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			

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9. Service equalities impact	
mitigations are proposed:	
There is no major equalities impact other than the fact that it will impact on children	
Is a full service equalities impact assessment required: Yes / No	No

10. Human Resources impact					
Will this saving 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	1	0.57			
Sc 6 – SO2	4	4		1	
PO1 – PO5	3	3		1	
PO6 – PO8	1	1			
SMG 1 – 3	0	0			
JNC	0	0			
Total	9	8.57			
Gender	Female	Male			
	9	0			
Ethnicity	BME	White	Other	Not Known	
	4	5			
Disability	Yes	No			
		4			
Sexual orientation	Straight / Heterosex.	Gay / Lesbian	Bisexual	Not disclosed	
				9	

11. Legal implications	
State any specific legal implications relating to this proposal:	
There are no specific legal implications relating to this proposal	
TBC	

12. 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:	
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August / September 2016	Proposals submitted to Scrutiny committees leading to M&C on 28 September
October 2016	
November 2016	Full reports to Scrutiny for review
December 2016	Leading to M&C for decision on 7 December
January 2017	Transition work ongoing
February 2017	Transition work ongoing and budget set 22 February

12. Summary timetable

March 2017

Savings implemented