

Children and Young People Select Committee Agenda

Wednesday, 1 November 2017

7.00 pm, Committee Room 1

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Emma Aye-Kumi (Tel: 020 8314 9534)

This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed.

Part 1

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Children and Young People Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 1 November 2017.

Barry Quirk, Chief Executive
Tuesday, 24 October 2017

Councillor Luke Sorba (Chair)	
Councillor Liz Johnston-Franklin (Vice-Chair)	
Councillor Chris Barnham	
Councillor Andre Bourne	
Councillor Joyce Jacca	
Councillor Helen Klier	
Councillor Hilary Moore	
Councillor Jacq Paschoud	
Councillor John Paschoud	
Councillor Alan Till	
Lilian Brooks	Parent Governor Representative
Gail Exon	Church Representative
Monsignor N Rothern	Church Representative
Kevin Mantle (Parent Governor Representative)	Parent Governor representative for special schools
Councillor Alan Hall (ex-Officio)	
Councillor Gareth Siddorn (ex-Officio)	

MINUTES OF THE CHILDREN AND YOUNG PEOPLE SELECT COMMITTEE

Wednesday, 13 September 2017 at 7.00 pm

PRESENT: Councillors Luke Sorba (Chair), Liz Johnston-Franklin (Vice-Chair), Chris Barnham, Andre Bourne, Helen Klier, Hilary Moore, Jacq Paschoud, John Paschoud, Alan Till, Gail Exon (Church Representative) and Monsignor N Rothon (Church Representative)

APOLOGIES: Councillors Councillor Joyce Jacca, Kevin Mantle and Paul Maslin

ALSO PRESENT: Kate Bond (Head of Standards & Achievement), Sara Williams (Executive Director, Children and Young People) (London Borough of Lewisham), Emma Aye-Kumi, Jackie Jones (School Improvement Officer) and Michael Roach (Headteacher John Ball School)

1. Minutes of the meeting held on 13 July 2017

RESOLVED: that the minutes of the meeting held on 13 July 2017 be agreed as a true and accurate record of the proceedings and the Chair be authorised to sign them.

2. Declarations of interest

No interests were declared.

3. Responses to Referrals to Mayor and Cabinet

No responses were due.

4. In-depth review: recruitment and retention of school staff - second evidence session

The Chair introduced the item and invited those Members that had attended the visits to schools to share their impressions of the visits.

It was noted that:

- Rose McNamee, Teach First, would not give verbal evidence. Instead Teach First had provided written information which was tabled.
- Paragraph 4.16 of the report should have read "... out of the country for more than **3 months**..." and not 30 days as stated.
- Views on branding or promoting Lewisham's schools differed between schools
- Bulge class financing was an issue for schools. Bulge classes attracted additional funding at the set up stage, then were funded on a per capita basis. The critical mass was helpful to smaller schools particularly.

- There was a trend across all Lewisham schools, both with or without bulge classes, of dwindling numbers in Years 4-6. This was thought to be due in part to Brexit and housing needs.
- Schools were already seeing pupils leave as a consequence of the decision to leave the EU.
- Members wondered whether efficiency savings could be passed on to teachers in the form of a pay increase.
- Some Members questioned the practicality of overseas checks and gave examples from their own experience of where it had been especially onerous or caused an impediment to timely recruitment. Officers reminded the Committee of the importance of child safeguarding. Officers clarified that the only cases where the council had any discretion over what checks to carry out were for existing staff that had been recruited before the requirement for overseas checks came into force. In these cases a risk-based approach was being taken. For all new recruits, the DfE guidance on overseas checks was being followed.
- Officers were keen to develop the Teach First's relationship with secondary schools.
- The Schools Direct Grant (salaried route into teaching) had been cut. Lack of subsidy made it difficult for schools to train and recruit teachers through this route.

It was RESOLVED that the contents of the report, the verbal evidence of Members who attended visits to schools and the written evidence of Teach First (tabled) be noted.

The Chair invited Members to draft proposed recommendations in advance of the next meeting, at which the Committee would consider a draft final report.

5. Lewisham Learning Partnership - legal status

The Executive Director for Children and Young People, Sara Williams, introduced the report, and was accompanied by Michael Roach, Interim Director of Lewisham Learning Partnership.

The following key points were discussed:

- The proposed governance structure of the Lewisham Learning Partnership appeared complicated to Members. Officers explained that the structure aimed to evolve existing arrangements and to enable the borough's 84 schools to be equal partners.
- The focus of the Lewisham Learning Partnership (LLP) was school improvement and high quality teaching practice. The structure could be revisited at a later date.
- There was some concern that separating the governance structure according to primary/ special/ secondary schools could risk integration. Officers gave reassurances that SEN was a theme that ran through all school improvement efforts but clarified that school improvement measures differed for special schools than mainstream schools and therefore it was important to consider special schools in their own right as well as teaching for SEN in mainstream schools.

- The committee heard examples of where the LLP had helped schools with preparation for Ofsted inspections and with peer reviews.
- Lewisham had been successful in securing a £10,000 grant to support maths teaching. Officers considered that this success was due to the Secondary Challenge already being up and running.

It was RESOLVED that the report be noted.

6. Lewisham Music Service - implementation of new Trust arrangements

This item was taken after item 7.

Kate Bond, Head of Standards and Inclusion, introduced the item.

It was noted that:

- Members were extremely positive about the calibre of the performances given at Lewisham Music Service (LMS) events and encouraged fellow Members to attend.
- Looked After Children benefitted from reduced rates. Lewisham Music Service was a model of inclusion and wanted children who would traditionally not engage with the service to enjoy access.

It was RESOLVED that the report be noted.

7. Autumn Term school performance

This item was heard ahead of item 6.

Jackie Jones, Service Manager for School Improvement and Intervention, introduced the report.

The following was noted:

- The new grading system does not correspond to the old grades. A current grade 4 was considered to be somewhere between an old C and D.
- Although Lewisham Southwark College had not shared its results, Members who were privy to the results assured the Committee that the results were good.
- Problems with literacy affected the maths results, particularly for ESOL students.
- Members were positive about the EYFS provision in the borough.
- Officers gave assurances that the borough's schools were not excluding those pupils predicted to achieve low results in an attempt to skew the results, as had been reported in a neighbouring borough. Members were invited to speak to the Executive Director for Children and Young People if they had any concerns.
- Members asked to see the number of 'strong' passes (Grade 5 and above) in the annual report due for consideration at the March meeting, or sooner if the information is available.

- The phonics test could be unhelpful for fluent sight readers who would automatically correct words that look wrong rather than using phonics to sound out.
- KS1 phonics resits results at the end of Year 2 had not been reported.

It was RESOLVED that the report be noted. Officers were asked to include the number of Grade 5+ passes in the annual report in March, or sooner if the information is available.

8. **Select Committee work programme**

The work programme was discussed and it was noted that:

- Members should draft suggested recommendations for the in-depth review of recruitment and retention and submit them to the Scrutiny Manager by close of 13 October.
- Members were invited to attend the Public Accounts Select Committee (PAC) on 27 September at 7:30pm to consider the item on cost pressures in children's social care.
- Members were asked to submit their availability for a proposed visit to Lewisham Southwark College.
- Members were invited to submit to the Chair or the Scrutiny Manager their suggestions for a topic for the Mayor to speak about at the December committee meeting. Suggestions at the meeting included a forward look at challenges for the incoming Mayor, and a look back at his time as Mayor.
- The next meeting was scheduled for Wednesday 1 November at 7pm.

It was RESOLVED that the work programme report be noted. Members were invited to submit to the Chair or the Scrutiny Manager their suggestions for a topic for the Mayor to speak about at the December committee meeting.

9. **Referrals to Mayor and Cabinet**

No referrals were made.

The meeting ended at 8:49pm

Chair: _____

Date: _____

Agenda Item 2

Committee	Children and Young People Select Committee	Item No.	2
Title	Declarations of Interest		
Wards			
Contributors	Chief Executive		
Class	Part 1	Date	1 November 2017

Declaration of interests

Members are asked to declare any personal interest they have in any item on the agenda.

1 Personal interests

There are three types of personal interest referred to in the Council's Member Code of Conduct :-

- (1) Disclosable pecuniary interests
- (2) Other registerable interests
- (3) Non-registerable interests

2 Disclosable pecuniary interests are defined by regulation as:-

- (a) Employment, trade, profession or vocation of a relevant person* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member's knowledge, the Council is landlord and the tenant is a firm in which the relevant person* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:-
 - (a) that body to the member's knowledge has a place of business or land in the borough; and

- (b) either
- (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
 - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

*A relevant person is the member, their spouse or civil partner, or a person with whom they live as spouse or civil partner.

(3) Other registerable interests

The Lewisham Member Code of Conduct requires members also to register the following interests:-

- (a) Membership or position of control or management in a body to which you were appointed or nominated by the Council
- (b) Any body exercising functions of a public nature or directed to charitable purposes, or whose principal purposes include the influence of public opinion or policy, including any political party
- (c) Any person from whom you have received a gift or hospitality with an estimated value of at least £25

(4) Non registerable interests

Occasions may arise when a matter under consideration would or would be likely to affect the wellbeing of a member, their family, friend or close associate more than it would affect the wellbeing of those in the local area generally, but which is not required to be registered in the Register of Members' Interests (for example a matter concerning the closure of a school at which a Member's child attends).

(5) Declaration and Impact of interest on member's participation

- (a) Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take no part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- (b) Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the

meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph (c) below applies.

- (c) Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- (d) If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- (e) Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

(6) Sensitive information

There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

(7) Exempt categories

There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-

- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
- (b) School meals, school transport and travelling expenses; if you are a parent or guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor;
- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception)

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CYP SELECT COMMITTEE		
Report Title	Annual report of the Lewisham Children’s Safeguarding Board	
Key Decision	No	Item No. 4
Ward	All	
Contributors	Nicky Pace Independent Chair Lewisham Safeguarding Children Board Stephen Kitchman, Director of Children’s Social Care	
Class	Open	Date: 1 st November

1. Summary and Summary of the Report

The Lewisham Children Safeguarding Board (LCSB) is required to publish an annual report to outline the work of the Board in the previous year and identify areas where further work will be required in the forthcoming year.

2. Recommendations

The Select Committee is asked to comment on and note the contents of the report.

3. Policy Context

Statutory Guidance within ‘Working Together to Safeguard Children,’ requires each LSCB to publish an annual report on the effectiveness of child safeguarding and the promotion of the welfare of children in the local area. The report should provide an assessment of the performance of local safeguarding services and show how areas of development will be addressed. Working Together requires that the report is submitted to the Chief Executive of the Council and the Chair of the Health and Wellbeing Board. This will be done following consideration by this Committee.

4. Details

The Lewisham Safeguarding Children Board comprises all partner agencies with a key contribution to child protection and safeguarding in the Borough. In developing the Annual Report partners contributed to the evidence detailed and summaries of relevant safeguarding activity for the period 2016/17.

5. Financial implications

The operation of the LSCB is funded partly by the council and partners. There are no specific financial implications to this report.

6. Legal implications

Section 13 of the Children Act 2004 requires each Local Authority to establish a local safeguarding children's board for their area and specifies the organisations and individuals (other than the local authority) that should be represented on the board.

The LSCB has a range of roles and statutory functions including developing local safeguarding policies and procedures and scrutinising local arrangements. The strategy, objectives and functions of the LSCB are described as follows:

- Coordinate what is done by each personal body whoever sits on the board for the purpose of safeguarding and promoting the welfare of children in the area.
- To ensure the effectiveness of what is done by each personal body for those purposes.

The revised Working Together guidance 2015 places responsibilities on the LSCB to deliver a stronger leadership role around local safeguarding practice and directly influence multi-agency and single agency requirements as well as requiring the establishment of a single assessment approach and supporting framework. The revised regulatory framework also includes a judgement on the effectiveness of local safeguarding boards with a focus on assessing the impact of the board's activity on frontline practice and the positive difference made to children and local communities.

The partnership structure will need to change in the light of the Children and Social Work Act 2017 but detailed statutory guidance is still awaited.

7. Crime and disorder implications

There are no crime and disorder implications arising from this report.

8. Equalities implications

The work of the LSCB is particularly focused on the protection of vulnerable groups in the child population, such as those with disabilities and girls at risk of violence and sexual exploitation. The majority of data considered by the LSCB is analysed using equalities data where that is available.

9. Environmental implications

There are no environmental implications arising from this report.

10. Background documents and originator

If there are any queries on this report please contact Stephen Kitchman on 020 8314 8140.



**Lewisham
Safeguarding
Children Board**



Annual Report 2016-2017

A foreword from the Independent Chair,

Nicky Pace

As the Independent Chair of the Lewisham Safeguarding Children Board (LSCB) I am pleased to present the Annual Report for the period April 2016 to March 2017. Local Safeguarding Children Boards were established with the purpose of ensuring that agencies keep local children and young people safe and that where they have intervened they have made a positive difference in children's lives. The LSCB has a really important role in coordinating and ensuring the effectiveness of what is done by each and every person involved in protecting children and it carries statutory responsibilities for safeguarding children in Lewisham. It is made up of senior managers within organisations in Lewisham who hold responsibility for safeguarding children in their agencies, such as children's social care, police, health, schools and other services including voluntary bodies. The LSCB monitors how they all work together to provide services for children and ensure children are protected.

The national review into LSCBs has also been published this year, the recommendations of which were accepted in full by Government. The changes to safeguarding boards and the functions they carry out will form part of the Children and Social Work Bill progressing through parliament. This will make significant changes to the organisation of the safeguarding partnerships and a number of functions that the Board currently fulfils. Our challenge over the next year will be to ensure that replacing LSCBs with something better will need to be done carefully and building on what we know works well. There will be key principles we must still adhere to when deciding the structure and form of local arrangements and agreement on the core functions of multi-agency partnership. The next year will also see significant changes in the delivery models within police and health which need to be carefully monitored to ensure the focus and delivery of services to vulnerable children, young people and families is not adversely affected.

Lastly, I would like to thank all the Board staff, for their continued support in the smooth functioning and promotion of the LSCB. I would also like to thank members of the Board, from across the partnership of our voluntary, community and statutory services and all the frontline practitioners and managers for their commitment, hard work and effort in keeping children and young people safer in Lewisham.



Nicky Pace

LSCB Independent Chair

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A foreword from the Independent Chair, Nicky Pace

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Chapter 1 Effectiveness of the Board


The Board is required to report on progress against the priorities set for the previous year, look forward and plan any changes to the safeguarding priorities for the local area for the next year. We also take into account national priorities and local needs, and any issues arising from SCRs and multi-agency audits. When deciding our priorities, we acknowledge that our core business of safeguarding children is on-going, including identifying, assessing and providing services and help to those children who need protection. In deciding the Board's improvement priorities, we consider how well we have delivered our priorities from the previous year and if further work is needed.

During 2016-17, the LSCB's comprehensive business plan and key priorities accelerated a range of improvements to both the safety and welfare of children and young people in Lewisham.

1.1 Summary of our priorities and achievements for 2016-2017

A summary of our key Priorities for 2016-2017	A summary of our key achievements for 2016-2017
<p>Priority 1: Neglect Improve the effectiveness of agencies and the community in identifying and addressing neglect.</p>	<ul style="list-style-type: none"> • The LSCB continued to provide a comprehensive rolling programme of safeguarding training to inform practitioners knowledge and skills in order to appropriately identify and address matters of neglect. • A Neglect Task Group has been put in place, tasked with the development of a multi-agency Neglect strategy and audit tool. • Consultation process has been completed with partner agencies regarding the draft Neglect Strategy and Audit Tool. • Development and implementation of the Continuum of Need document to support professionals with ensuring the child / family is receiving the right support according to the level of need identified. • LSCB Escalation Policy has been revised to ensure staff escalate matters appropriately where children and young people are not being protected.
<p>Priority 2: Governance and Performance Increasing the effectiveness of the LSCB as a truly effective agent in securing positive outcomes for children, in protecting them from abuse and exploitation.</p>	<ul style="list-style-type: none"> • Revised LSCB Performance Framework to ensure key indicators from across the partnership are captured and considered by the Board. • Revised audit schedule to ensure it includes single and multi-agency audits. • Revised governance structure and reporting framework, including terms of reference for LSCB, Executive Board and all task groups. • Partnership protocol revised. Chairs of all partnership boards now meet on a regular basis. • New Section 11 audit proposal accepted by the LSCB, to be implemented during 2017-18. • Escalation Policy now in place; Process for resolving professional differences. • Ensuring a comprehensive programme of safeguarding training for all professionals working with children and young people in Lewisham.
<p>Priority 3: Communication The LSCB raises the profile of safeguarding across the Borough, amongst</p>	<ul style="list-style-type: none"> • New LSCB website commissioned to improve communication with professionals, parents and carers, schools and the community and to ensure it raises the profile of safeguarding matters and the work of the LSCB.

practitioners, stakeholders and the community with a particular focus on the most vulnerable or at risk.	<ul style="list-style-type: none"> Quarterly newsletters to ensure key safeguarding messages reaches professionals across the partnership.
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A summary of our key Priorities for 2016-2017	A summary of our key achievements for 2016-2017
<p>Priority 4: Consultation and Engagement Ensuring that the voices of children and young people influence learning, best practice and the work of the LSCB.</p>	<ul style="list-style-type: none"> Children and young people were actively involved in the development with the new LSCB branding. The logo was designed by a young person.  Development of the LSCB website to use as an interactive tool with children and young people.
<p>Priority 5: Child Sexual Exploitation Increasing the effectiveness of agencies and the community in identifying and addressing Child Sexual Exploitation</p>	<ul style="list-style-type: none"> 2 weeks of activity to raise awareness of sexual exploitation – coinciding with national CSE awareness day, 18 March 2017. Establishment of the strategic LSCB MET sub group – Missing, Exploitation, Trafficking. Weekly MET operational meetings to discuss individual cases, monthly MET tactical meetings to look at trends / hotspots etc. Establishment of the MET list. Commissioning of St Christopher’s to conduct return home interviews with children and young people after a missing episode. Development of a comprehensive MET dashboard.

This Annual report highlights progress and improvements across the partnership over the past year and evidences both effective joint working and single agency focus on safeguarding and promoting the welfare of our children and young people in Lewisham. This Annual report covers the work of all the subgroups of the Board and the activity over the last year and evidences the concerted and proactive actions taken to address areas identified in audits or data where practice may not be effective. The report comments on the key areas of statutory responsibility of the Board: the work of the CDOP (Child Death Overview Panel), multiagency training and the impact on front line staff’s practice, Private Fostering and allegations against professionals.

The Board regularly reviews the performance of professionals working with children through its programme of multi- agency audits and by examining the results of single agency audit work. This year the Board has examined progress and understanding of Domestic Violence and Abuse and Child Sexual Exploitation (CSE). More details of this work can be found in the main body of the report. The Board has reviewed and revised its processes for undertaking section 11 audits in the last year and a new process will be rolled out in the autumn.

The Board has completed three Serious Case reviews in the last year only one of which has been published on the LSCB website. Learning from these cases has resulted in actions being undertaken prior to publication of the report and have helped shape the Boards priorities for this year.

Much is being done to keep children and younger people safer in Lewisham. There is a strong focus on improving practice to reduce risk and secure better outcomes for children. Agencies are not complacent and recognise where there is a need to improve systems and processes to ensure more consistent and effective practice.

The full report gives a detailed picture of how all partner agencies have worked together to keep children and young people safer. The report is structured as follows:

- Task group reports provide more detail on how the LSCB Task Groups delivered against the agreed Business Plan for 2016-2017.

- Reports on the statutory functions of the LSCB including private fostering, allegations against professionals, Looked after children and Early help /MASH.
- Individual statutory and voluntary agency reports describe how they contributed to safeguarding children in the borough – successes, challenges and plans.

LSCB Performance Data



Chapter 2 LSCB Key Priorities for 2017-2019

The LSCB has set 5 key priorities for 2017-19. These priorities were informed by:

- Feedback received from LSCB members during a development session in February 2017.
- LSCB quality assurance activity and analysis of performance data.
- Learning from Serious Case Reviews, both local and national.
- The local needs identified in the Joint Strategic Needs Assessment (JSNA).

1.	Neglect	Improve the effectiveness of agencies and the community in identifying and addressing neglect.
2.	Governance, Performance, Analysis and outcomes	Increasing the effectiveness of the LSCB as a truly effective agent in securing positive outcomes for children, in protecting them from abuse and exploitation.
3.	Self-harm and suicide	To ensure that parents and professionals are aware of the risks associated with self-harm behaviour and suicide ideation so children and young people can be better supported from harming themselves.
4.	Voice of the Child and Community	Ensuring that the voices of children and young people, as well as the Lewisham community, influence learning, best practice and the work of the LSCB.
5.	Missing, Exploitation and Trafficking	Increasing the effectiveness of agencies and the community in identifying and addressing Child Sexual Exploitation, children going missing and being trafficked.

Chapter 3 LSCB Task Groups

3.1 Monitoring, Evaluation and Service Improvement Task Group (MESI)

Chaired by Karen Neil, Interim Service Manager for Quality Assurance, Children's Social Care, Lewisham Council

The purpose of the MESI Task Group is to monitor and evaluate the effectiveness of what is being done by the LSCB partners individually and collectively to safeguard and promote the welfare of children and share lessons from individual agency audits, multi-agency audits and performance data. The MESI task group is responsible for providing the LSCB with assurance of sustained improvement in practice and better outcomes for children. The MESI group also determines an annual Audit Programme which also contributes to the assurance that services are working in accordance with statutory and good practice guidelines.

3.1.1 Multi-agency audit on domestic violence and abuse

Tackling domestic violence remains a concern across the Lewisham Partnership. We know that the volume of domestic violence and abuse (DVA) incidents and crimes detected by the police is increasing in Lewisham, and across London. The MESI task group of the LSCB conducted a multi-agency audit on the subject of DVA as part of their annual audit programme.

The audit involved a range of services across the partnership such as, schools, Lewisham and Greenwich NHS Trust, General Practitioners, CAMHS, Police, Youth Offending Service and Children's Social Care.

There was positive cooperation from partners in participating in this audit. The audit showed that there was clear consistency with partners, in the supervision of domestic violence and abuse cases. Staff felt confident in discussing cases with their managers, and seeking advice on putting plans in place to manage risk. The audit also identified areas for improvement, specifically, consistent use of the risk assessment toolkit, and working more with specialist agencies who support victims of domestic violence and abuse. This will be a priority for the Board next year.

The audit identified three key messages/themes across partner agencies. They are as follows:

- The importance of DVA concerns being logged / recorded on case files / systems.
- Promotion of the RIC Assessment Toolkit and for this to be consistently used by partners.
- Promotion of DVA support services and referral routes.

A number of recommendations were made based on the outcome of the audit, which has been transferred into a SMART action plan for tracking. There are recommendations for every agency, however, some of the partnership recommendations include;

- Services need to ensure that information regarding potential violent adults are shared with colleagues across the partnership.
- All services to ensure that staff are aware of the Risk Identification Checklist and how to use this to assess the risks of domestic violence.
- Services to review the impact of DVA training offer to staff.

The MESI Group continues to monitor progress of all the recommendations from the audit. It is important to note that tackling domestic violence and abuse continues to be a priority for the partnership, and progressing the recommendations from this audit will be a major focus for the Board.

3.1.2 Multi-Agency Audit on Child Sexual Exploitation (CSE)

A multi-agency audit on CSE commenced in 2016/2017 to test the quality of planning and intervention in cases of CSE. An audit template was created and distributed with auditors' prompts and criteria to consider. All cases selected were young women aged between 15 and 17 at the point of audit, two were of Black-Caribbean heritage, one of Black-African/White-British background with the remaining young woman being of a White-British background, totalling four young people, selected at random.

Themes

- Impact of being "in care" and how this may alter the perception of risk and the processes that should be followed.
- Importance of good information sharing to identify and understand risk.
- Impact of older siblings' life events and how this can feed into assessment and intervention work.
- How to improve engagement at an earlier stage, especially with sexual health services
- The awareness and use of CSE Screening Tools
- Importance attached to early identification & early signifiers-missing episodes, non-engagement, challenging behaviours in home and school settings.
- How focussed assessments are within Children's Social Care on the particular issues and vulnerabilities associated with missing episodes and the increased possibility of CSE and other related issues become a feature.

The audit has now been completed, with planning for the learning themes currently in progress. An audit has also been completed as part of a London Wide Department of Health funded programme of CSE on effective recovery interventions and our aim will be to marry the outcomes for Lewisham with our multi-agency programme.

3.1.3 New Section 11 Process

The independent chair of the Lewisham LSCB proposed a new Section 11 process to be introduced as this has been tried and tested in other boards and appears to give a much more accurate and meaningful account of safeguarding arrangements across the partner agencies, focusing on evidence from frontline staff and less on self-assessment.

The process consists of an online survey for all staff who work with children and young people across all agencies. The activity needs to provide both qualitative and quantitative information thus enabling a full and rounded analysis of compliance with section 11 responsibilities across a wide and diverse range of agencies and it is suggested including schools (fulfilling their s175 responsibilities), GPs and faith groups / churches within the process.

After completion of the survey / questionnaire by as many members of staff as possible, each agency would carry out a self-assessment of the results. Leading on from this, each agency who, as a result of the self-assessment, had identified areas for learning and improvement, would be asked to complete an action plan and return it with their audit analysis form to the LSCB. The final part of the process involves the LSCB interviewing a sample of agencies to identify gaps, strengths and weaknesses in safeguarding practice across agencies as well as identifying areas for improvement through learning and development. The agencies action plans would be scrutinised and monitored 6 months into the year with requests for updates. The Board will produce an overarching report following analysis of the results including an action plan for learning from the audit process. This will form a baseline and template to measure agencies progress.

This process will give a targeted approach to addressing key safeguarding themes coming out of the audit thus improving the safety and wellbeing of all children and young people in the Borough.

3.2 Missing, Exploited and Trafficked Task Group (MET)

Co-Chaired by Stephen Kitchman, Director of Children's Social Care, and Geeta Subramaniam-Mooney, Head of Crime Reduction & Supporting People, Lewisham Council

Lewisham's vision is to safeguard children and young people from harm as a result of going missing, child sexual exploitation, trafficking or exploitation arising as a consequence of being the victim of trafficking including County Line drug dealing. A multi-agency focus on risk, harm and vulnerability is crucial. To achieve this, 4 key areas for activity have been identified:

- Understanding and Identification.
- Prevention.
- Intervention and Support.
- Disruption and Justice.

Understanding the areas of Missing, Exploitation and Trafficking together, are one of the LSCB's key priorities and the activities are monitored through a working action plan and scrutinised on a regular basis to determine progress.

3.2.1 Sub-Group Activity in 2016/2017

Peer-on-Peer Abuse

In April 2016, the Safer Lewisham Partnership prioritised peer-on-peer abuse of under 25 year olds based on its annual strategic needs assessment and emerging trends. The Partnership recognised the separate focus on areas such as Serious Youth Violence, Child Sexual Exploitation, Domestic Abuse and Harmful Sexual Behaviour but was keen to understand if there were any cross overs, similar risk indicators and crucially any learning to be shared in considering young people as complex adolescents and not labelled, often negatively.

Coupled with the LSCB priority of CSE, this led to our engagement with a thematic audit conducted by Dr Carlene Firmin in 2016, the below gives a broad picture of the issues:-

- *Between 01/08/2014 - 31/07/2015 there were 466 reported incidents of sexual activity with a child (aged 17 and under) which either occurred in Lewisham or whose victims resided in Lewisham.*
- *122 of these were recorded as Non-Crime Child Sexual Exploitation (CSE).*
- *17% of total reports of CSE and sexually related reports were raised externally.*
- *The CSE profile in Lewisham is predominantly peer-on-peer.*
- *82% of victims are female. The peak age of victims is 14 - 15 years. 42% of victims were Black and 41% were White.*
- *96% of suspects were either male or unknown. The peak age of suspects is 18 - 19 years. Where ethnicity was known 52% of suspects were Black and 37% were White.*
- *There were no geographical hotspots identified.*

The audit of our CSE approach was undertaken by the University of Bedfordshire. The following areas were highlighted:

The MET process and Serious Youth Violence Prevention Panel was seen as a strength. There was recognition that the peer-on-peer abuse and its different forms and different responses were clear and had the link up for adolescent risk.

There was comment about the language used by practitioners with positive reflection. The chairing of meetings was recognised as strong, balancing sympathetic approaches to professional approaches. It was noted that professionals really care about the young people and really know the cases. There was drive and commitment in senior management and clear agreement to ensure the contextual engagement agenda was developed going forward.

MET (Missing, Exploited, Trafficked Strategy)

A comprehensive MET strategy has been developed, and was signed off by the LSCB in September 2016. This incorporated the Lewisham response with a multi-agency strategic framework of operational weekly meetings, monthly tactical meetings and bi-monthly strategic meetings in place, feeding into the wider LSCB Board. The strategic meeting received reports from the tactical group and oversees the action plan arising from the strategy. The strategy group is assisted by a multi-agency data set relating to this area.

Ref	Indicator	Service / Agency	Time frame	Data / Number	Analysis of information / data : outcome of cases
1.	Number of cases <u>referred</u> to Children's Social Care where child sexual exploitation is a presenting need (<i>victims and perpetrators disaggregated</i>)	Children's Social Care	April May June	4 10 20	Presenting needs are recorded at the point of contact (not referral). The figures shown are the number of <u>contacts</u> where CSE was stated as a risk factor.
2.	Number of cases <u>assessed</u> by Children's Social Care where child sexual exploitation is a presenting need (<i>victims and perpetrators disaggregated</i>)	Children's Social Care	April May June	7 9 11	We are only able to report the number of assessments <u>completed</u> each month where CSE has been identified as a risk factor.
3.	Number of children and young people going missing or absent from home / care and education (breakdown by month).	Children's Social Care	April May June	Care Missing 5 Home Missing 19 Care Absent 36 Home Absent 7 Care Missing 4 Home Missing 13 Care Absent 46 Home Absent 17 Care Missing 5 Home Missing 8 Care Absent 42 Home Absent 17	Number of <u>episodes</u> missing or absent from care or home each month. NB children in care can have multiple short periods of unauthorised absence reported in any one month.

3.3 Policies Procedures & Training Task Group (PPT)

Chaired by Maureen Gabriel, Designated Nurse for Safeguarding and Looked After Children, Lewisham Clinical Commissioning Group

The PPT aim is to develop, review and evaluate the Board's Safeguarding Training Programme as well as developing and shaping key policies and procedures of the Safeguarding Board and across the wider partnership, and to assure the LSCB that statutory agencies have appropriate safeguarding policies and procedures in place. The LSCB has adopted and uses the Pan London Child Protection Procedures but local policies have been developed to address local issues.

3.3.1 Policies & Procedures

The PPT Task Group reviewed and endorsed the following multi-agency policies, procedures, protocols and guidance, all of which are available to view on the LSCB website www.safeguardinglewisham.org.uk

New policies:

- LSCB Neglect Guidance and Strategy.
- Lewisham Child Death Overview Procedure.
- Early Help Strategy and Continuum of Need document with associated forms.
- Missing, Exploited, and Trafficked Strategy.
- Resolving Professional Differences Protocol.
- Female Genital Mutilation Protocol.

Reviewed policies:

- Information Sharing Protocol for MARAC Partners.

3.3.2 Single Agency Training

An evaluation of single agency safeguarding training provision was introduced and partner agencies were asked to present the outcomes of the evaluation of their in-house safeguarding children courses. In addition the LSCB received assurance on the effectiveness of the single agency training provided by individual partner agencies.

3.3.3 LSCB Training Programme

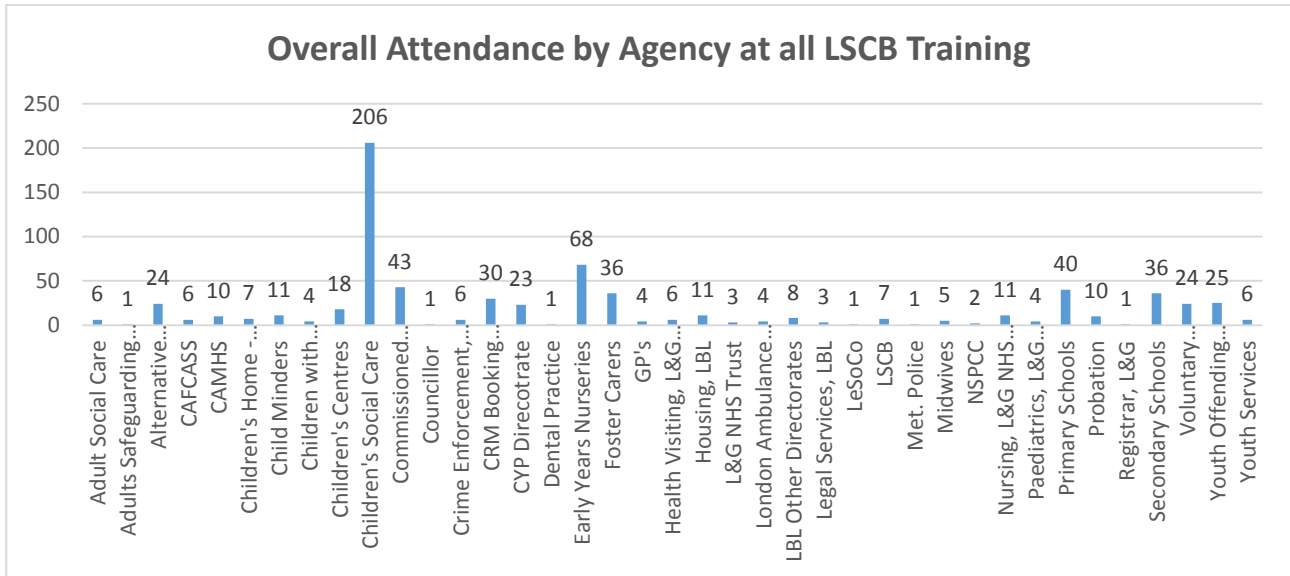
The LSCB commissions, monitors and quality assures the multi-agency safeguarding training for Lewisham. A three point evaluation process monitors the quality and impact of safeguarding training on practice through scaling measurements recorded pre course, course completion and three months after the training is completed. Feedback gathered through evaluation processes indicates that LSCB Training is well received by multi-agency staff.

Quotes from participants included the following:

“Very thought provoking and stimulating. The facilitator was fantastic”

“Encouraged critical thinking, but also helpful insights from the trainer's experience”

Training Programme Summary



Training Delivered

- Advanced Domestic Violence (x1 date = 13 delegates)
- Children and Substance Misuse (x1 date = 9 delegates)
- Children Missing from Education (x2 dates = 28 delegates)
- Child Sexual Exploitation 1 hour Briefing (x1 = 20 delegates)
- Child Trafficking (x1 date = 8 delegates)
- Counter Trafficking, Modern Slavery & Prostitution (x2 dates = 25 delegates)
- Female Genital Mutilation (x4 dates = 46 delegates)
- Forced Marriages and Honour Based Violence (x1 = 12 delegates)
- Harmful Cultural Practice (x1 date = 31 delegates)
- Introduction to Child Sexual Exploitation (x1 date = 16 delegates)
- Learning from Domestic Homicide Reviews (x1 date = 18 delegates)
- Lewisham MARAC Briefing (x2 dates = 24 delegates)
- Neglect – An Analytical Approach (x4 dates = 66 delegates)
- Professional Curiosity – Learning from SCR's (x1 = 12 delegates)
- Safeguarding & Gangs (x2 dates = 28 delegates)
- Safeguarding Level 2 (x4 dates = 60 delegates)
- Safeguarding Level 3 (x2 dates = 33 delegates)
- Safeguarding Sexually Active Young People (x2 dates = 25 delegates)
- Safer Recruitment (x1 date = 15 delegates)
- Self-Harm in Young People Awareness (x1 date = 18 delegates)
- Sexually Harmful Behaviour – Supporting Women affected by CSE (xx3 dates = 37 delegates)
- Supporting Young People Affected by CSE (x1 date = 21 delegates)
- Understanding Gangs & Gang Activity (x2 dates = 34 delegates)
- Understanding the Different Strands of VAWG (x2 date = 25 delegates)
- Working with Challenging & Hard to Help Families (x1 date = 19 delegates)
- Workshop to Raise Awareness of Prevent (Lunchtime briefing x1 = 21 delegates; Greater Depth Half Day x1 = 20 delegates)
- Young Carers & Hidden Harm (x2 dates = 20 delegates)

There were no requests from delegates for disability adjustments to be made.

70% of training courses offered were accepted by partners. The LSCB's sub group of PPT will be prioritising this area next year

Evaluation of Training Process 2016-2017

Stage 1 was taken on the day before the course started. Stage 2 was taken immediately after the course. Stage 3 was requested 3 months following the training with certificates being withheld until a response had been received. The Evaluation Process for 2017-2018 has been improved by Stage 1 being taken at the point of application so the trainer has an understanding of the delegates level of need. Stage 2 is taken immediately after the course in exchange for a certificate. Stage 3 will be taken at the 3 month stage by a telephone survey for training on Domestic Violence, Neglect, Safeguarding Children Affected by Parental Substance Misuse, Safeguarding Levels 2 & 3, Self-Harm in Young People Awareness, Sexual Violence and Young People Awareness, Supporting Young People Affected by CSE, and Working with Challenging & Hard to Help Families.

960 delegate spaces were available from the whole programme. 713 places were used.

E-Learning
233
Individuals
completed
Safeguarding
Level 1

3.4 Communications & Publications Task Group (C&P)

Chaired by Nikki Thorpe, LSCB Development Officer

The C&P task group's aim is to increase understanding and awareness of issues relating to safeguarding and promoting the welfare of children amongst practitioners, stakeholders, the community and children and young people in the Borough. This includes promoting the work of the LSCB and ensuring people know what to do when they are concerned about a child's safety or welfare and focus on the most vulnerable and at risk. This was achieved by the design, creation and establishment of an LSCB website www.safeguardinglewisham.org.uk ensuring:-

- All agencies have a common understanding and definition of safeguarding with clear high quality safeguarding briefings, and flyers/leaflets in line with key messages identified through the work of the LSCB.
- Children, young people, the community, practitioners, and stakeholders have access to high quality current safeguarding advice and guidance.

New Branding of the LSCB

The LSCB offered a competition with a £50 WHSmith Voucher as a prize, to all Lewisham school children to design a logo that reflects the work of the LSCB. The winner was an 11 year old student. Our new branding was launched in the summer of 2016.



3.5 Case Review Panel (CRP)

Chaired by Nicky Pace, Independent Chair of the LSCB

The Case Review Panel is a multi-agency group of the LSCB tasked with considering cases which might meet the threshold for a serious case review (SCR). The LSCB will conduct a SCR when a child is seriously harmed or dies as a result of abuse or neglect, following the criteria set out in *Working Together to Safeguard Children 2015*. The purpose of the review is to identify how professionals and organisations can improve the way they work together to protect children.

The CRP of the LSCB put in place a protocol and referral pathway to support professionals with the decision and process for referring a case to the CRP for consideration of a serious case review. Particular focus was ensuring that when a child death was reported that the Rapid Response meeting considered whether the case needed to be referred for a SCR.

When the criteria for a serious case review is not met but there are possible learning / key issues arising from the case, the Panel might recommend a multi-agency case review to ensure actions are taken and lessons are learnt from the case to ensure children are safeguarded.

3.5.1 Published Serious Case Reviews in Lewisham, 2016-2017

During this period, the LSCB published one SCR. This is a case involving three children R, S and W (known as Case RSW) and was a joint review with Croydon Safeguarding Children Board. A summary of the case is below.

- The serious injury to Child W whilst in the care of her mother and her mother's partner.
- The identification and recognition of neglect over the lifetime of very young children.
- The frequency with which the family moved between at least 3 London boroughs.
- Concerns about the long term impact of domestic abuse and mother's mental health problems, largely associated with childhood trauma.
- The challenges faced by young parents (20 and 21 at the time) caring for 3 children who at that time were aged 4 and under.

This very young family of 3 children were living together in Lewisham. In January 2015 police attended an incident however before this concluded the family left Lewisham to take up residence in Croydon, but soon after moving their mother went to stay with a new partner at another address in Croydon taking the 3 children with her.

Lewisham had made all 3 children subject to Child Protection Plans for Neglect. However, in February 2015, the mother and the three children were reported as missing as no one knew of their exact whereabouts. Lewisham and Croydon Children's Social Care were then in communication about the transfer of case responsibility from Lewisham to Croydon.

On 13.04.15 her mother and her mother's new partner presented Child W, aged 6 months, to hospital. She was very poorly having sustained multiple injuries and appeared neglected. Her injuries which were life threatening included 26 bruises on her body. The injuries were so severe they required specialist neurosurgical intervention.

All 3 children were removed into care and care proceedings were commenced. The children's mother and her new partner were arrested on suspicion of GBH to Child W, however, the police investigation concluded with no further action. Child W has since made a full recovery from her injuries.

An action plan was put in place for both Lewisham and Croydon LSCBs and progress is being tracked on a regular basis. All actions for Lewisham services are now almost complete. The key learning has been;

1. Improving the assessment of neglect.
2. Improving the interface between early help services and statutory intervention.
3. Understanding the vulnerability and needs of young parents who are caring for very young children.
4. Interpretation of procores.
5. Children's lived experience (*voice of the child*).

The full report can be accessed on the LSCB website www.safeguardinglewisham.org.uk.

3.5.2 Unpublished Serious Case Reviews (SCR) in Lewisham, 2016-2017

We have completed 3 SCRs during this period, however, at the time of this report the details for two of the three cases are not ready for publication. The recommendations and actions arising have been worked on by all agencies during this time to ensure we have learned lessons and improved practice as a result.

3.6 Child Death Overview Panel

Chaired by Pauline Cross, Consultant Midwife in Public Health/Public Health Strategist

The principles that underpin the Child Death Review functions are clearly set out in:

- Working Together to Safeguard Children 2015
- London Child Protection Procedures, 5th Edition, November 2015
- London Child Death Overview Panel Procedures, 2009
- London Rapid Response Procedure, 2009

Chapter 5 of Working Together to Safeguard Children places duties on Local Safeguarding Children Boards to review deaths of all children who normally reside in the area. This has been a statutory duty since April 2008.

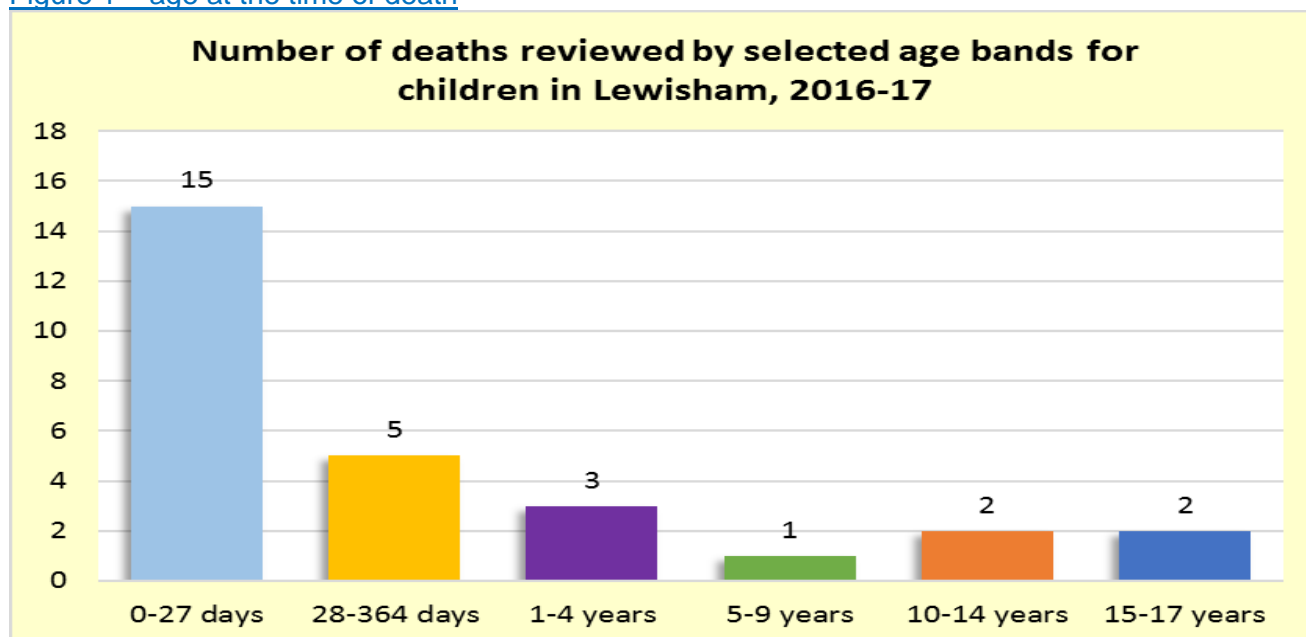
Activity in 2016/2017

There were 28 deaths reviewed by the Lewisham Child Death Overview Panel in 2016/2017. From 1st April 2008 to 31st March 2017 a total of 266 deaths of children under the age of 18 years have been notified to Lewisham. Of those deaths, a total of 253 had been reviewed by Lewisham Child Death Overview Panel by 31st March 2017.

Type of Death

18 of the 28 (64%) deaths reviewed by the panel in 2016/17 were expected and 10 (36%) were unexpected.

Figure 1 – age at the time of death

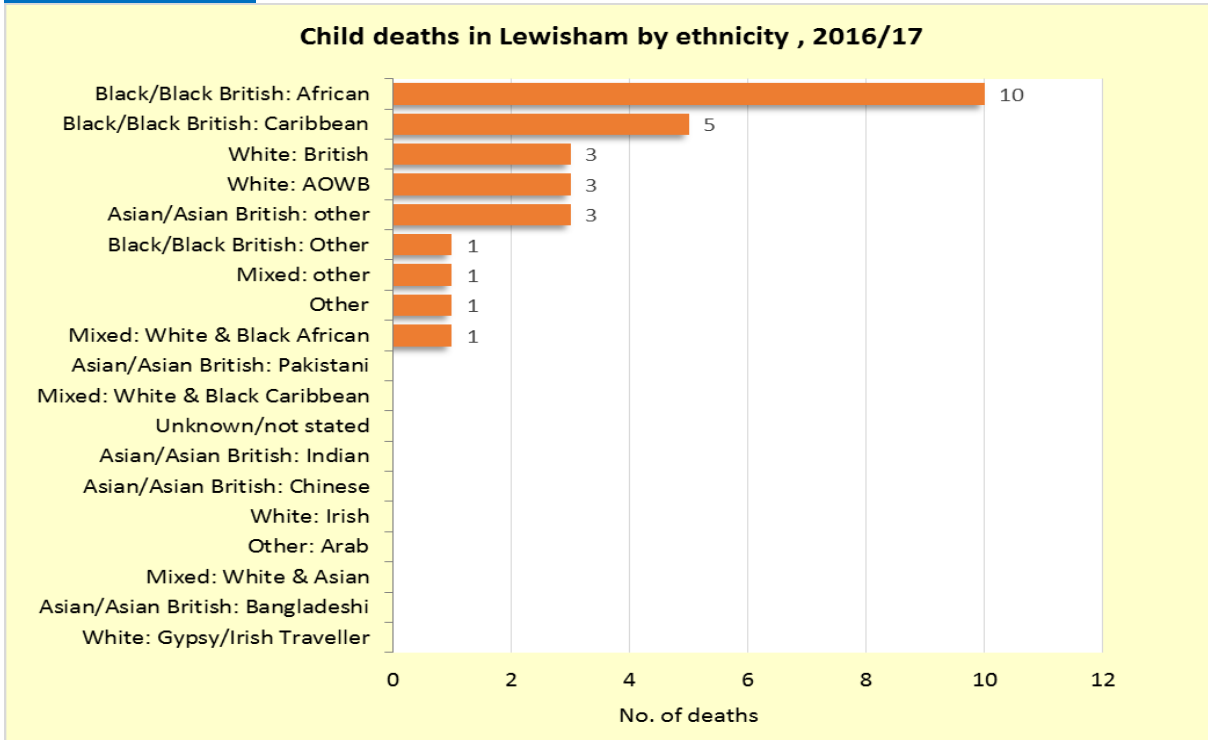


A total of 20 (71%) of the deaths reviewed in 2016/2017 occurred in the first year of life; 15 of these were in children who died when they were aged less than one month old.

Sex

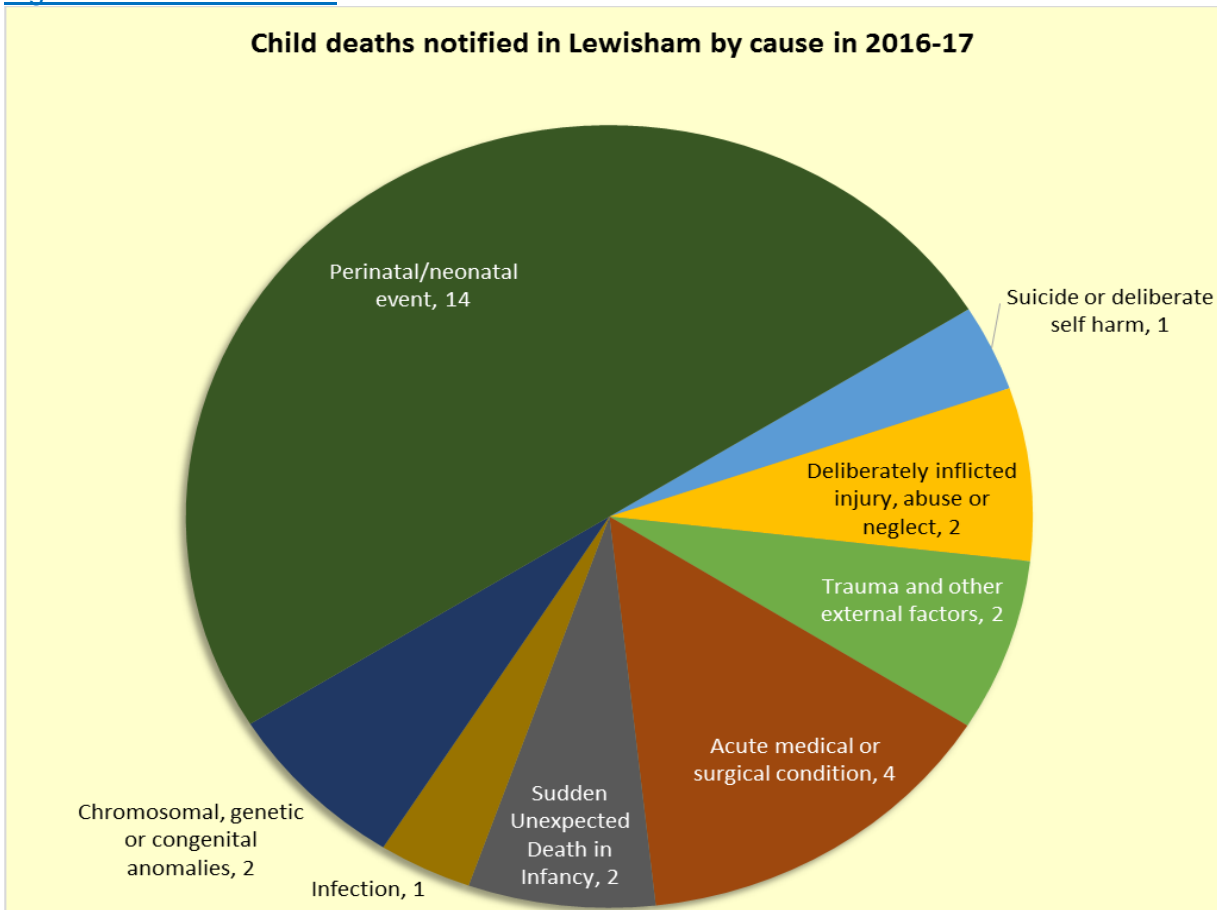
17 of the deaths were boys, while 11 were girls.

Figure 2 – Ethnicity



Of the 28 deaths reviewed in 2016/2017, 25 (89%) were in children from a black and minority ethnic background. Yet again, a disproportionate number of deaths occurred in this group.

Figure 3 – cause of death



As in previous years, the most common cause of death was extreme prematurity.

Learning and actions from the deaths of children: Programmes of work initiated by Lewisham CDOP in 2016/17

- CDOP quarterly newsletter
- Prevention of Prematurity
- Prevention of youth violence
- Safer Sleep Campaign 2016/2017
- Water Safety on Holiday 2016/2017
- Suicide Prevention in Children
- An overarching bereavement pathway

Our CDOP never lose sight of the fact that the death of a child is an absolute tragedy and has a lasting impact on the family and those involved with the child.

To access the full CDOP annual report, please click [here](#).

Chapter 4 Lewisham Early Help & Multi-Agency Safeguarding Hub (MASH)

4.1 Early Help

A lot of work was undertaken during 2016-17 in regards to developing the Lewisham Early Help Strategy and new MASH process. The vision for early help in Lewisham is to:

Provide children, young people and families with the right help, at the right time, in the right place.

An Early Help programme was set up to review and refine the way that Early Help was delivered in Lewisham. It addressed the 3 Ofsted recommendations from the Inspection report published in 2016 that related to the way Early Help was delivered in the Borough at the time, as well as setting out how Early Help will be delivered across the partnership in a period of increased need and reduced resources. A coherent and effective approach to delivering help and support to families in need has been developed through the Early Help Strategy. In Lewisham we define Early Help as:

'Those children and young people at risk of harm (but who have not yet reached the 'significant harm' threshold and for whom a preventative service would reduce the likelihood of that risk or harm escalating) identified by local authorities and partners.'

The Early Help Strategy sets out the strategic approach to Early Help in Lewisham. This includes how our Early Help approach aligns with our aims and priorities set out in the Children and Young People Plan 2015-18, a summary of need, the way that professionals will work to deliver Early Help, an overview of the current service offer, as well as the practical steps that will be taken to translate the vision into practice. A copy of the [Early Help Strategy](#) is available via the LSCB website.

A new Lewisham Early Intervention / Help Team structure has been developed and put in place. This now includes a function that tracks the progress of families at agreed intervals where either a referral has not been accepted by Children's Social Care but targeted intervention is required or a family has been identified as a 'troubled family'. This is to ensure that agreed actions have taken place and that outcomes have been recorded and evidenced effectively.

The Previous Targeted Family Support Service and Family Intervention Project were re-commissioned into one integrated Family Support Service which became operational in October 2016.

The previous LSCB Threshold document has been replaced with the [Continuum of Need \(CON\)](#). This document aims at ensuring there is a common understanding by all professionals working with children and families in Lewisham about how children's needs are understood and best met. It provides a framework which enables professionals to assess and review any concerns that they have about a child and helps to determine which services and what sort of professional activity should be employed to reduce these concerns, always with the aim of reducing both unmet need and the potential for future harm. The model deals with all levels of need up to and including specialist services provided by Children's Social Care and helps to establish therefore the thresholds for statutory social work intervention.

The CON document is the product of a very high level of partnership collaboration. It will need to be used as an intuitive working document for all professionals to consult and work to and as such has been designed to be practicable, easy to understand and interpret.

To assist professionals in identifying and responding to need a new Early help Assessment tool has been developed that can be used with families to identify need and form a plan for a multi-agency Team Around the Family (TAF) support network as appropriate. Practitioners within the new Early help Team have started to be engaged in rolling this out across the partnership and supporting other professionals with delivery of these revised tools as needed. Please refer to the LSCB website for the [Early Help Strategy & Forms](#).

4.2 MASH

The revised Lewisham MASH model was developed during 2016-17, which now contains a greater number of partner agencies with clear processes and information sharing protocols in place for sharing family intelligence where required. There are clear service standards in place for the timeliness of information being provided. This approach ensures that robust, well informed decisions can be made on families that are directed to the MASH in a timely way.

A 'single front door' approach has been implemented as part of the development of the MASH. This is for all contacts and requests for support where there are concerns about children and young people (specialist level and Early Help). It contains a triage function that plays a key role in ensuring that requests for support reaching the MASH are appropriate and that all requests received are directed quickly to the appropriate place.

Chapter 5 Private Fostering

A privately fostered child is defined as ‘a child who is under the age of 16 (18 if disabled) and who is cared for, and provided with accommodation, by someone other than:

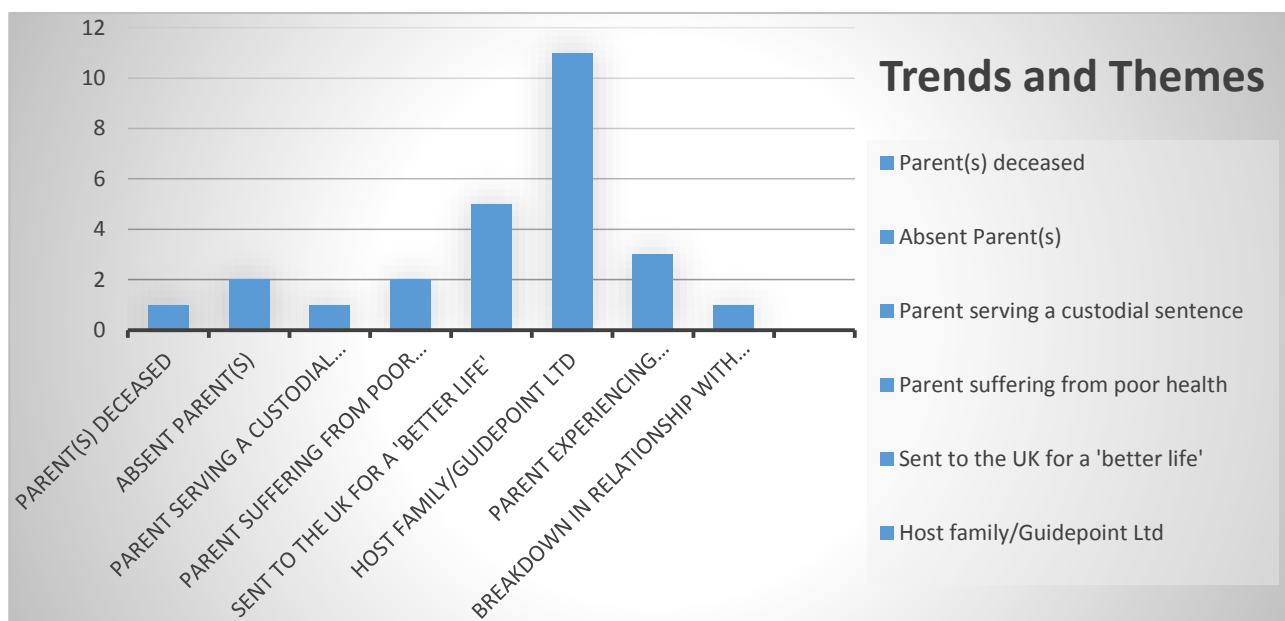
- the parent a person who is not the parent but who has parental responsibility, or
- A close relative defined in this context as a brother, sister, aunt, uncle, grandparent or step-parent.

A child who is looked after in their own home by an adult is not considered to be privately fostered. Children who are privately fostered are amongst the most vulnerable and the Local Authority must be notified of these arrangements.

In the period 2016/17 a total of 48 private fostering arrangements were in place. As of the 31st March 2017, there were 23 Privately Fostered Children.

From the period 01/04/2016 to 31/03/2017 Children’s Social Care received 37 notifications of possible new private fostering arrangements in Lewisham.

From 2016 the DFE no longer publish statistics on notifications of private Fostering arrangements and they have closed the private fostering data collection for local authorities. This means that we are unable to report on the Private Fostering activity of our statistical neighbors.



As detailed above within Lewisham we have a significant number of Chinese students staying with Host families whilst studying, this totalled 40.7%.

We also have a large number of children who have been sent to the UK to stay with distant family members for a ‘better life’.

A continuing trend for Lewisham private fostering are children whose parent(s) are suffering from physical/mental health difficulties which made them unable to care for their children.

Chapter 6 Local Authority Designated Officer (LADO)

Working Together to Safeguard Children March 2015 (HM Government) sets out arrangements for sharing information about allegations of abuse made against staff or volunteers working with or in contact with children. The guidance is clear that allegations against people who work with children are not dealt with in isolation and that the needs of children are appropriately considered by staff in children's social care.

Allegations made against adults working with children and reported to the Local Authority Designated Officer

Table 1
CONTACTS 2016 – 2017

2016/2017	CONTACTS RECEIVED
Q1	23
Q2	53
Q3	46
Q4	93
GRAND TOTAL	215

In 2016-2017 we developed a contact spreadsheet which reflects the amount of contacts from agencies to LADO. This table demonstrates the level of contacts made to LADO which did not always reach threshold for LADO referral, which largely consisted of calls to LADO for advice and consultation. There was a total of 215 contacts of which, 130 (**60.4%**) met threshold for LADO referral in the year.

REFERRALS SUBSTANTIATED 2016 – 2017

Table 2

2016/2017	REFERRALS RECEIVED	STRATEGY MEETINGS <i>(out of the referrals received the number that went on to have strategy meetings)</i>	ALLEGATIONS SUBSTANTIATED
Q1	23	22	11
Q2	32	18	5
Q3	28	16	8
Q4	47	31	3
GRAND TOTAL	130	87	27

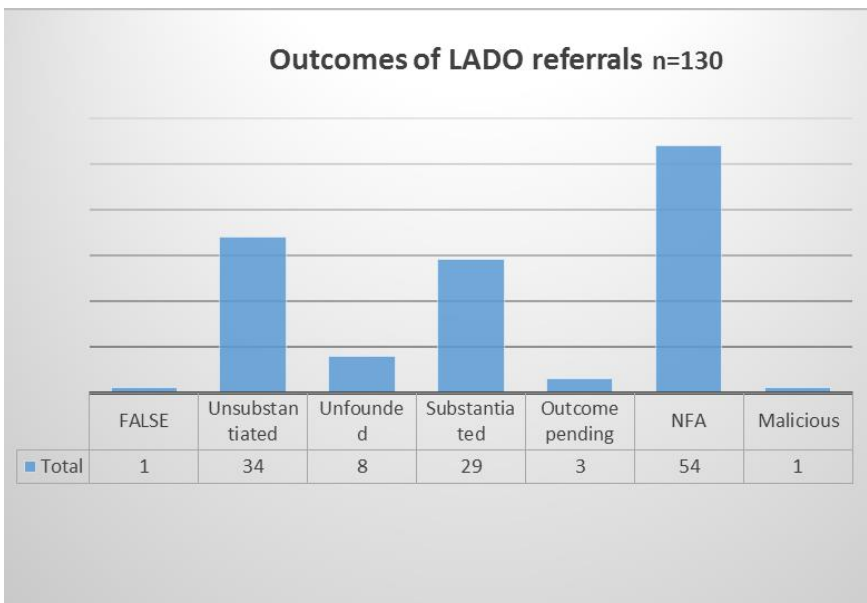
- In quarter 1(Q1 2016/17 there were a total of 23 referrals, 11 **(48%)** of which were substantiated, with 12 **(52%)** being unsubstantiated. The number of allegations that were substantiated fell to 5 **(15.6%)** in quarter 2 despite an increase in referrals.
- The figure for substantiated allegations remained was **28.5%** in quarter 3 and there was a dramatic fall to 3 **(6.38%)** in quarter 4. A high number of referrals resulted in LADO strategy meetings – at 87 **(66.9%)** out of a total of 130 referrals, suggesting that there was sufficient concern within the situation referred to warrant further exploration but that at conclusion only 27 **(20.7%)** reached a “substantiated” outcome.

Table 3 –Outcomes of LADO referrals 2016 – 2017

	Outcomes of LADO referrals
FALSE	1
Unsubstantiated	34
Unfounded	8
Substantiated	29
Outcome pending	3
NFA	54
Malicious	1
Grand Total	130

These outcomes reflect all the possible outcomes outlined in statutory guidelines. The majority of most referrals resulted in No Further Action by LADO at 54 **(41.5%)**. The destination for these cases was internal investigations by the agency concerned. Outcomes were clear-cut with most remaining referrals ending in either Unsubstantiated (26.1%) or Substantiated **(22.3%)**.

Chart 1 –Outcomes of LADO referrals 2016 - 2017



Agency: Primary Schools	
Outcome	Total
FALSE	1
Unsubstantiated	3
Unfounded	1
Substantiated	7
NFA	14
Grand Total	26

There was a decrease in referrals from Primary Schools from a total of 44 referrals in 2015 /2016 to 26 in total for 2016 to 2017. This is almost half of last year's figure. Last year 20 out of 44 were unsubstantiated **(45.5%)** while this year shows a figure of 7 **(26.9%)** being substantiated with 4 being unsubstantiated and unfounded.

The figure of 14 cases ending in no further action reflects the number of referrals to LADO which ended in an internal investigation process by the schools, following consultation and strategy planning with LADO.

Tables to show Outcomes of Referrals by Agency type 2016-2017

Agency: Secondary School	
Outcome	Total
Unsubstantiated	5
Unfounded	3
Substantiated	9
NFA	8
Grand Total	25

There was a slight increase in referrals from Secondary Schools from a total of 19 in 2015/2016 to 25 in total for 2016 to 2017. Last year 15 out of 19 were unsubstantiated **(78.9%)**, with **21.1% substantiated** while this year shows that 9 **(36%)** were substantiated.

This year's data also reflects the cases which were referred to LADO but returned to the school for internal investigation at **(32%)**

Agency: Foster Carers -non LBL	
Outcome	Total
Unsubstantiated	2
Substantiated	1
NFA	3
Grand Total	6

There was a decrease in allegations against private and voluntary foster carers living in Lewisham, from 12 in 2015/16 to 6 in 2016-17 **(50%)**. Only 1 referral in 6 was substantiated **(16.6%)**

Agency: Foster carers - LBL	
Outcome	Total
Unsubstantiated	2
Substantiated	4
Outcome pending	1
NFA	3
Grand Total	10

There was minimal increase in allegations against Lewisham foster carers from 9 in 2015/16 to 10 in 2016/17. One allegation is still pending while 3 allegations had no further action by LADO but passed to the fostering team for internal management and support. 4 allegations were substantiated **(40%)**

Agency: Childminders/nurseries	
Outcome	Total
Unsubstantiated	10
Unfounded	2
Substantiated	3
NFA	13
Grand Total	28

There remains a high level of early years allegations in nursery and child -minding settings although they have decreased from 45 **(26.7%)** in 2015/16 to 28 **(21.5%)** in 2016/17. The outcomes also reflect no further action by LADO **(46.4%)** either to internal investigation and or referral to Ofsted for ongoing monitoring.

Agency: Any Other	
Outcome	Total
Unsubstantiated	12
Unfounded	2
Substantiated	5
Outcome pending	2
NFA	13
Malicious	1
Grand Total	35

The figure for all other settings remains consistent with last year, being 36 referrals in 2015/16 to 35 this year. Most were unsubstantiated **(34.2%)** or ended in no further action by LADO **(37%)**.

All contacts with the LADO are carefully assessed and information gathered to determine whether a LADO process is needed. LADOs across London have reported an increase in contacts, likely to be related to highly publicised cases of historical abuse and the highlighting of current safeguards to prevent such situations re-occurring. Locally, the increase in contacts is also attributable to a greater understanding of the LADO role following signposting and networking activity. There is also a much more comprehensive system of recording that enables cases to be clearly highlighted. The role is now a standalone post within Children’s Social Care as part of the Council’s investment in key safeguarding and Quality Assurance functions. This also will enable greater development of the role, particularly in relation to key areas of vulnerability in schools and looked after environments and help forge a distinct identity for the role.

The work with schools continues in order to understand and address the issues behind the decreased referral rate. There has been a reduction in referral, particularly at primary stage and awareness raising events will continue to be held with Headteachers and Designated Leads to examine the causes of allegations and how these are responded to. Discussion groups would be particularly helpful in looking at the individual and collective experience of schools in dealing with allegations against staff and responding appropriately so that both staff and pupils are dealt with sensitively. Awareness around the threshold for LADO referral is something that will continue to be flagged particularly given the high level of contact with LADO for advice and consultation, particularly from education partners.

LADO will address the breakdown in the “Any Other” category in order to consider in more detail an increase in referrals from health, residential homes and voluntary organisations such as Scouts.

Chapter 7 Performance of the Disclosure and Barring System (DBS) for Screening Staff across Lewisham Council

7.1 Changes in legislation to DBS requirements for School Governors

The LSCB has requested an annual report to provide assurance that the Council has systems in place for processing and maintaining DBS clearances for its employees.

The school governance (Constitution and Federations) (England) (Amendment) Regulations 2016 came into force on 18th March 2016. Governors appointed before 1st April 2016 are required to have an enhanced DBS check by 1st September 2016. Governors appointed after 1st April 2016 are required to have an enhanced DBS check by 21 days after their appointment.

The legislation has been introduced to improve the regulatory framework for maintained school governance and to provide reassurance to the governing body that an individual is not disqualified from holding office as a governor due to criminal convictions. It also brings maintained schools in line with single academy trusts and directors/trustees of multi academy trusts.

7.2 Current process in Lewisham

The HR Division process DBS clearances for all new staff joining Lewisham Council for posts requiring DBS clearance and DBS renewals for all existing staff who have had initial clearances which are due for renewal three years after the initial clearance.

80% of the checks processed are for schools staff and the HR Division works closely with the Schools' HR team who liaise directly with all the schools. DBS checks are also undertaken for other organisations and Council services such as Fostering and Adoption.

Generally, no member of staff in a post requiring a DBS can commence unsupervised work with children or adults requiring care without a DBS clearance. However, a business case may be submitted and a risk assessment made to start staff ahead of the check.

In schools it is common practice, in line with DfE guidance, to start members of staff pending a DBS clearance. Where a positive disclosure is returned this is investigated by the Schools' HR team in liaison with the relevant Head Teacher. The Head Teacher is required to ensure that the member of staff does not have unsupervised access to children. If there is any concern, the Head Teacher is strongly advised by HR to suspend a member of staff pending investigation and clearance.

As there are risks associated with this practice, this process was further strengthened in June 2013 following recommendations from the LSCB. School based staff/volunteers do not start until they have a disclosure application registered with the DBS or they are able to produce an in date disclosure from their previous employer. The latter does not mean that a new Lewisham disclosure is not sought at the earliest opportunity.

7.3 Current issues with the Metropolitan Police impacting on the DBS process

Approximately 76,000 disclosure applications are held up in a backlog at the Metropolitan Police. It is estimated that these outstanding applications go back to October/November 2015. The Metropolitan Police have put in additional resources to address this backlog.

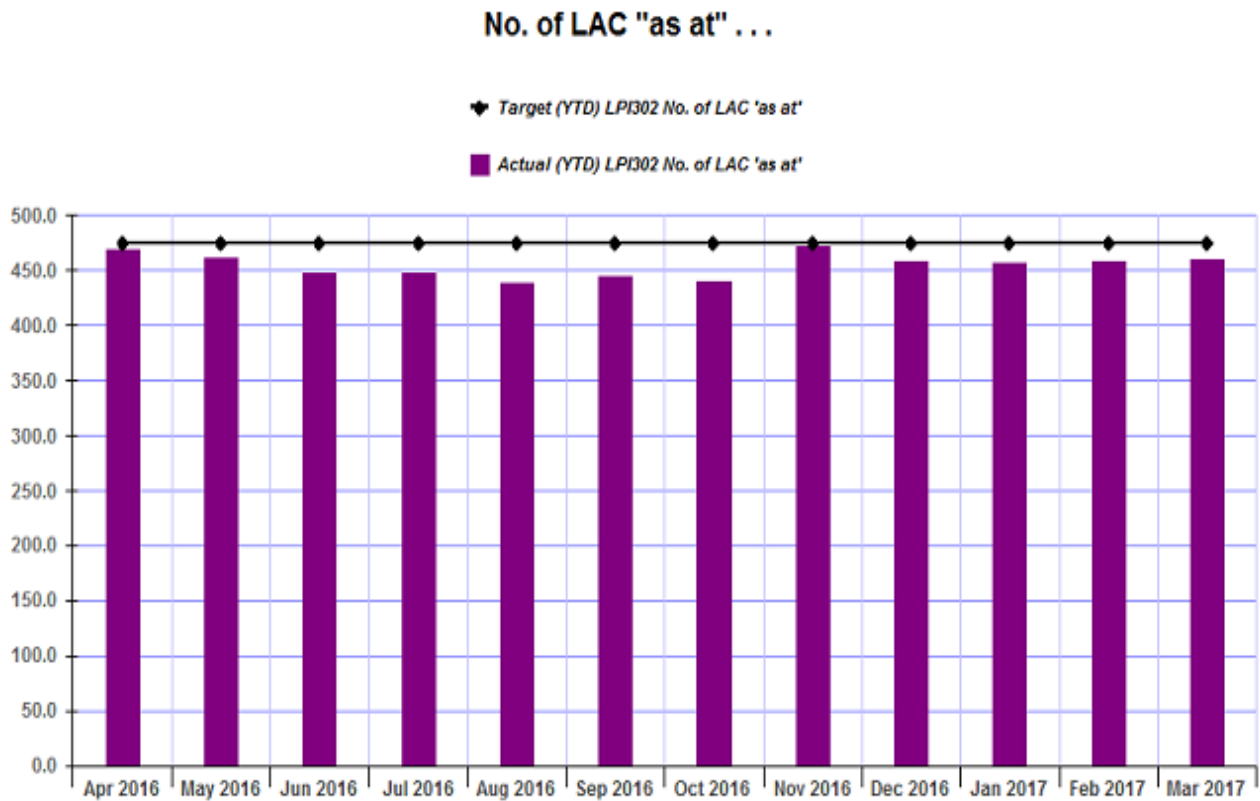
The Council carries out approximately 4,000 checks each year. This is a combination of new starters and 3 year rechecks across the Corporate Council and Schools. To minimise the risk of having outstanding DBS results, managers and Head Teachers are now being asked to submit recheck applications 6 months before the current disclosure expires instead of 3 months before which was the previous agreement.

Historic evidence indicates that cases where staff commit a criminal offence after they are employed are rare. The few cases that can be recalled have been declared to the manager/head teacher or nominated officer at the time the offence was committed.

The introduction of a self-declaration form is currently being considered corporately, which will be completed by new starters and recheck staff whilst the disclosure result is outstanding. This process has already been introduced in schools.

Chapter 8 Looked After Children

8.1 Number of Looked After Children



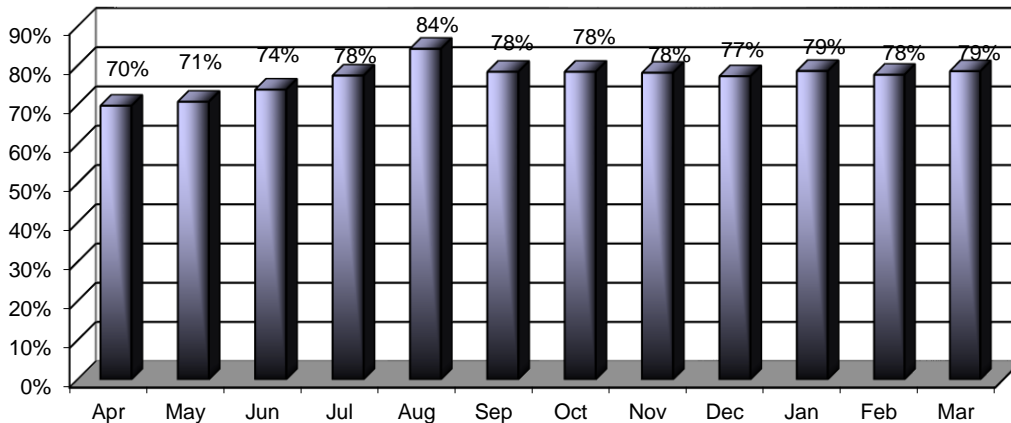
Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17
463	468	461	448	448	438	444	440	472	458	457	458	459

The number of Looked After Children remained stable throughout 2016-17, at a figure of 460, which brings Lewisham closer in line to its statistical neighbours. At March 2017 Lewisham had 67.9 (per 10,000) of the child population who were Looked After Children compared to our statistical neighbours at 65.1; nationally the comparable figure is 60.0 (March 2016).

8.2 Placement Stability

The stability of Looked After Children is a priority for Lewisham Council and continues to be among the highest priorities for the service. Achieving placement stability for children in long-term care is key to improving their outcomes in other areas. Where this can be achieved in foster-care, Lewisham is also encouraging Staying Put arrangements, which allows a more supported transition for Care Leavers whereby young people remain with their foster cares post the age of 18. As at March 2016 we had 35 young people who were in Staying Put arrangements, representing an increase from 26 in the previous year.

% of CLA under 16 who had been looked after cont. for at least 2.5 yrs, who had been in same foster placements for at least 2 yrs
(Target : 2016 - 2017 = 72%)

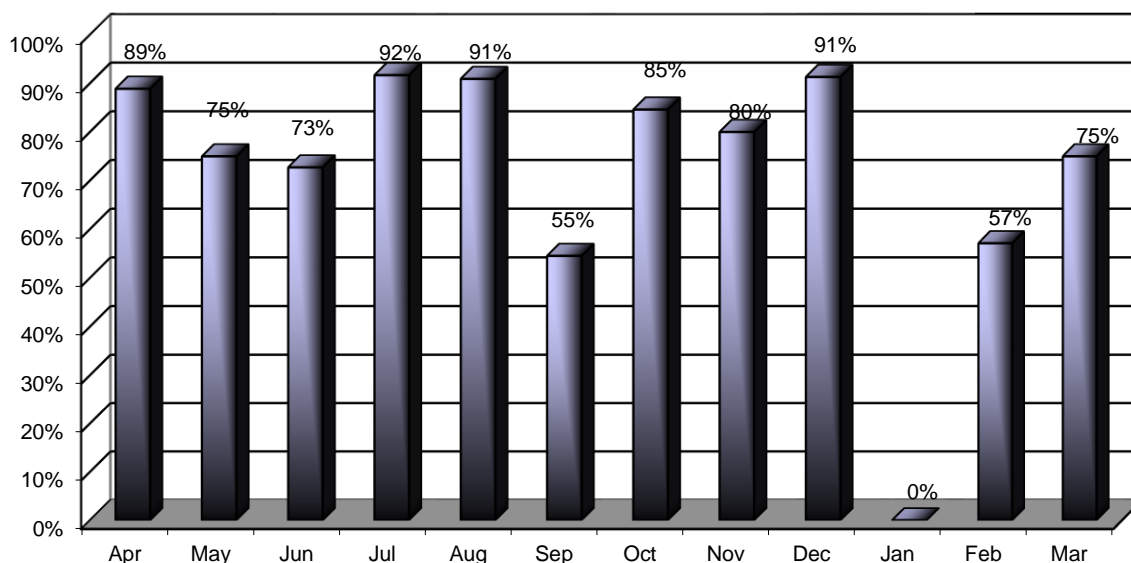


8.3 Health Outcomes

The health of Lewisham Looked After Children remains a priority for all professionals involved in their care. A number of our children and young people experienced neglectful parenting prior to becoming looked after. Consequently they may not have accessed appropriate primary health care including services such as immunisations and dental care.

In order to mitigate these difficulties all looked after children should receive an initial health assessment within 28 working days of becoming looked after. Depending on their age, these are followed up at 6 and 12 month intervals. We are striving to ensure we meet our target of 97% timeliness, it is important to note that due to small numbers of entrants to the care system one young person can have a dramatic effect on monthly percentages for timeliness.

% CLA, who have had an initial health assessment within 28 days of BLA
(Target 2016-2017 =97%)



The emotional well-being of Looked After Children is a key component of their Care Plan. In order to measure this, one of the tools used by Lewisham is a Strengths and Difficulties Questionnaire (SDQ). This is a standardised test based on key areas of behaviour and development in age related bands. These are completed by carers on an ongoing basis and used as part of the care planning for children. In March 2017, the average SDQ score for Lewisham LAC was 13.7%. This is in line with statistical neighbours and the England average.

Lewisham currently has a team, known as Symbol within our Child and Adolescent mental Health Service CAMHS, which is dedicated to supporting looked after children and promoting placement stability. Additionally, there is a family therapist and clinical psychologist based within our Virtual School, whose focus is to promote education achievement. They work with the professional network around the child rather than directly with the child or young person in a clinic-based setting. This has worked well for some young people and it is positive to be able to offer a range of interventions to meet some of the challenges and complexities these young people face.

8.4 Safeguarding Looked After Children

Children who go missing and the possible link to CSE are a key concern for the Adoption, Looked After and Leaving Care service. Unfortunately, for a number of this cohort, going missing has been an established pattern of behaviour prior to them coming into care. All of the young people have individual plans to manage this risk but for some it can be a difficult pattern to break particularly during the early stages of their care history.

For some young people missing activity is linked to gang affiliation and offending, including county lines, which is the practice of young people from urban areas working with established drug dealers to transport drugs to more rural and coastal areas. In December 2016, Lewisham commissioned a new independent service, the St Christopher's Runaways project, to provide independent return interviews to young people who go missing.

In March 2017, 17% of Lewisham LAC were placed in residential provision. Of those placed, a further 17% live more than 20 miles from Lewisham, this is below statistical neighbours at 19% but above the England average of 14%. This in part reflects the lack of specialist provision in the Greater London area.

In relation to Offending, 11% of the LAC population have been convicted or are the subject of a youth caution. The Looked After service is working closely with the Youth Offending Service.

Chapter 9 Partnership Activity to Safeguard Children

9.1 Safer Lewisham Partnership

The Safer Lewisham Partnership set the following 4 priorities in March 2016:

- Peer on peer abuse – under 25 year olds in relation to serious youth and group violence with particular focus on knife enabled crime, child sexual exploitation and domestic abuse.
- All strands of violence against women and girls with particular focus on Domestic abuse, sexual abuse, and FGM. This includes male victims within the defined strands of human trafficking, sexual violence, prostitution, domestic violence, stalking, forced marriage, ‘honour’-based violence and female genital mutilation (FGM).
- Focus on work in relation to identified geographical hotspots, premises and people of interest and using regulatory and enforcement provisions across the partnership and community as appropriate. This includes business crime and community safety related issues that impact on local residents. This links with work under the strands of Organised Crime including drugs as a driver for violence, firearms, human trafficking, Child Sexual Exploitation, Economic crime and cybercrime.
- Better understand, respond, monitor and reach out to specified groups in relation to a multi-agency approach to hate crime

Priority 1 - Peer on peer abuse

We said we would take the following action:

- All agencies taking a proactive approach to identifying those at risk of and those involved in peer on peer abuse. This includes a targeted approach to provide help if they want it, or enforcement if they do not take the help.
- All partners working collectively to look at environmental and geographical risks and take action to reduce these.
- Campaign and related work to ensure all Lewisham residents are aware of the issues, the risk indicators and what to do to for support and help. Developing a single message and a joint Adult Community Response.

Serious youth violence has increased slightly (2.7%) though at a lesser rate than for the capital. (251-258 offences)	Youth Violence, a wider group of violent offences against young people has declined. (1.2%, 731 – 722 offences)	Knife Crime with injury (u25), has decreased against the general trend. (1%, 81-72 offences)
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Partnership enforcement and environmental operation: a proactive partnership approach to tackling an increase in street robberies in a geographical location which contributed towards approximately 60% of the net increase in robbery as a whole.

A local partnership approach was applied to the problem and involved mapping key neighbourhood vulnerabilities including the presence of large numbers of vulnerable adults who were providing a market for dealers. Competition between local youths was partially attributable to competition over sales and the Local Authority implemented a focused deterrence approach targeting trap houses where drugs were being manufactured after the cuckooing of local addicts. Solving such a complex problem involved a delicate interplay of safeguarding and enforcement functions.

Overall possession orders were served on properties and a list of individuals were collated for Criminal Behaviour Orders, applications prohibiting entry to the area and attaching non-association requirements for key individuals.

A mapping of physical estate vulnerabilities was also undertaken and access points were blocked off, as well as SNT patrols increased in the area. The Serious youth Violence team also worked with the RSLs in the area in a comprehensive knife sweep.

In December the robbery volume declined by over 90%

Community Trauma Work: Work is being developed between statutory partner agencies and community groups to consider a community led approach to tackling serious youth violence. This has included piloting a Parent led support group for parents in the north of the Borough. This work will start to tackle the issues of community trauma, lack of trust in organisations and build a ‘trusted adult’ model within the community. In addition, the use of restorative justice approaches within the community and within key schools in the location will embed a culture of support and community healing.

A communities of Practice approach has been adopted to enable members of the Community with professionals in the area to understand the issues collectively, work together to implement actions and to support each other in moving forward. This work will continue, embedding this ethos and community led model in the geographical area.

Priority 2 - Violence against women and girls

We said we would take the following action:

- Work closely with enforcement agencies in aligning a greater victim support ethos at all processes through the Criminal Justice system
- Campaign and related work to ensure all Lewisham residents are aware of the issues, the risk indicators and what to do to for support and help
- Support and develop the Child House Model in relation to improving services, support and a single investigative approach for young victims of sexual violence.

There has been a significant rise in rates of sexual violence (11.9%) and rape (20.8%), (rates of underreporting are as high as 90% on some estimates)	Domestic Abuse Violence With Injury offences have risen (9.9%)	All domestic abuse has seen a slight reduction of 1.8%
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Positive Women’s Conference: Women from the Muslim community wanted to raise awareness of domestic violence and provide information on how women specifically can stay safe and receive help and support if they are suffering from such abuse. These Muslim women wanted a conference which provided information on access to vital statutory and community services. It was ensured that all meetings prior to the conference were confidential and the women’s cultural needs were understood. It was important to acknowledge the sensitive nature of the conference and maintain partnership working to help create community cohesion and address domestic violence within Lewisham.

The conference explored what services were available to women seeking support with domestic abuse and or sexual violence and how to access these safely – those services represented included the NHS, Police, Community support services, Immigration and Sexual Health. Over 60 women attended.

Priority 3 - Identified geographical hotspots, premises and people of interest - Organised Crime

We said we would take the following action:

- Multi agency Partnership activity to reduce crime and fear of crime in identified areas
- Developing a business crime partnership approach to areas of greatest victimisation.
- Developing the work and understanding of risk and vulnerability linked to County lines and drug dealing to prevent further young people being recruited to this organised crime. This work will seek to reduce overall violence linked to drugs in Lewisham and linked to Lewisham individuals.
- Multi agency partnership activity specifically targeting known premises of concern i.e. Brothels, licensed premises, rogue landlords, using an approach which supports the victims involved.
- Developing a pan London approach to a local approach to tackling organised and serious crime

Robbery Total has reduced from 769 in Jan 2016 to 760 in January 2017	Robbery Business has risen by 1 incident in this time, from 77 to 78	93% of people said that they felt Very or Fairly safe during the day 57% of people said they felt Very or Fairly safe at night (residents survey Feb 2017)
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Banking Protocol: The Lewisham Crime, Enforcement & Regulation Service have been heavily involved with the MPS Falcon and Sterling Teams from SC&O7 and London Trading Standards in preparing a more holistic response to organised rogue traders and other scammers and fraudsters by local police and local authority law enforcers. Lewisham CERS have joined a pilot whereby when police receive a 999 or 101 call to a suspected fraud in action, participating local authorities will provide a rapid response as this is an area where enforcement legislation often overlaps between police and council enforcement.

The Banking Protocol is a national initiative between the banking/financial industry and law enforcement. In London the MPS Falcon prevention team have developed a corporate immediate response protocol for Borough Operation Command (BOCU) Response Officers. In Lewisham the initiative includes a local authority rapid response.

The initiative also enhances the response by banks, building societies and other financial service providers, to suspicious activity, encouraging the rapid call to police (and local authority where such protocols exist), the securing of evidence such as CCTV, physical evidence e.g. documents with potential forensic opportunities, vehicle registration marks and description. Also to raise staff's awareness of what may be suspicious activity such as unusual or large amounts being withdrawn, or apparently vulnerable customers being accompanied by 'strangers'.

Priority 4 - Hate crime

We said we would take the following action:

- A detailed assessment of the current understanding of the issue including Community Characteristics, Incidents, Victims, perpetrators, Locations and Times, Current Responses
- Training in our collective response to hate crime.
- Reflecting and reviewing our response to the needs of victims of hate crime.
- Increasing our support and enforcement based on people and places of note identified via our local assessment.

- Increase public awareness of hate crimes and educate groups about strategies to reduce their vulnerability to hate crimes.
- Review, develop and publicise specific initiatives that have been undertaken to encourage and/or improve the reporting of hate-crime victimisations including on-line apps, and third party reporting sites
- Collaborate with educational institutions work with students, staff, and the public about hate crimes and hate groups' recruitment tactics and emphasise community cohesion, integration and tolerance.

Racist and religious hate crime increased by 11.6% (454 – 514 crimes)	Homophobic crime reduced by 9.1% (87-79 crimes)	Anti semitic increased by 83% (1-6 crimes). Islamophobic crime reduced by 30.5% (36-25 crimes)
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Lewisham's **Hate Crime Third Party Reporting Sites** network has been revisited, re-established and the reporting sites are currently being retrained to receive and deal with reports from the community

Lewisham's Third Party Reporting scheme aims to deliver a coordinated response to hate crime by bringing together key agencies to work in partnership to ensure victims and witnesses have access to support and protection, and offenders are brought to justice which will help create a safer and more cohesive community.

The aims of third party reporting of hate crime are:

- To support and encourage increased reporting of hate crime and hate incidents to establish a better understanding of the needs of different communities and target resources effectively.
- To enable victims and witnesses of hate crime incidents to make reports at independent community locations, where they feel safe and comfortable.
- To improve information sharing between partner agencies and promote joint working to increase community safety.
- To send a clear message across all communities that hate crime is unacceptable, that victims will be supported and protected and perpetrators will be held to account.

Launch of Hate crime App: Safer Lewisham Partners are working to use new and innovative initiatives to enable victims to report hate crime. In 2016 Lewisham championed the MOPAC-supported hate crime reporting smart phone application '**Self Evident**', promoting it at Lewisham People's Day, through the Safer Neighbourhood Board, the Safer Lewisham Business Forum and a range of youth, vulnerable adult, housing and faith for a across the borough.

Lewisham is hoping to increase the public use of this, both as a method of reporting a crime and as a tool to gather evidence.

This reporting avenue is also being promoted to and through Lewisham Council staff, the Lewisham Council website and to partners across a range of services.

<https://www.witnessconfident.org/self-evident-app>

Current profile:

Over the last twelve months the borough's performance has largely mirrored trends which have been occurring nationwide, the most notable of which is a general stabilisation or marginal reduction of acquisitive crime, coupled with a sustained increase in violent and sexual offences. Burglary, already at a historic low in the borough has continued to decrease, as has Motor Vehicle crime. Similarly theft offences have decreased by an incremental margin. Whilst much national attention has focused on a spike in hate crime, racially and religiously aggravated hate crime declined significantly by 9% with no major community tensions recorded by police.

Number of Offences	12 months to January 17 (year)		12 months to January 16 (year)	
	Lewisham	Met Total	Lewisham	Met Total
Total Crimes	24,635	763,410	24,556	737,948
Homicide	6	104	4	116
Violence Against the Person (Total)	8,849	234,930	8,590	223,172
Rape	273	6,314	226	5,466
Other Sexual	418	11,181	391	10,480
Robbery (Total)	838	23,062	846	21,731
Robbery (Person)	760	21,416	769	20,004
Robbery (Business)	78	1,646	77	1,727
Burglary (Total)	2,065	68,737	2,151	70,373
Burglary Residential	1,413	43,036	1,453	44,421
Burglary Non-Residential	652	25,701	698	25,952
Gun Crime	87	2,385	87	1,851
Motor Vehicle Crime	2,295	79,164	2,425	71,979
Domestic Crime	3,115	74,389	3,171	73,101
Racist & Religious Hate Crime	514	16,836	454	14,255
Homophobic Crime	79	2,034	87	1,825
Anti-Semitic Crime	6	514	1	462
Islamophobic Crime	25	1,204	36	1,070

When considering trends the following crime types impact significantly on the Boroughs total notifiable offences –

Non Domestic Violence With Injury offences have been increasing on the borough since April 2016, and in five of the last seven months volumes have been higher than the 3 year average.

This equates to 7.6% of Total Notifiable Offences.

Common Assault offences have shown a significant upward trend on the borough, following a trend of steady increases since November 2013. The borough has recorded offence volume higher than the 3 year average in six of the last seven months. This equates to 9.8% of Total Notifiable Offences. Lewisham is currently in the top 4 London boroughs for Domestic Abuse and equates to 12.6% of Total Notifiable Offences. The borough is also in the top 10 for Total Sexual Offences and Knife Crime. All of the rankings for these high harm crimes have remained consistent.

There were a total of 1,718 **CSE** enquiries recorded on the MPS crime system in 2016 (up from 1,675 at the end of FY 2015/16). Eight in ten enquiries are deemed to be within the lowest risk category.

Lewisham accounted for 44 enquiries, or 3% of the total (ranking the borough 19th out of 32 for volume). 25% of these cases were categorised as medium or high risk.

Residents' voice

Through a borough wide survey undertaken 201 people responded. The following areas were identified:

Burglary 29.5% Knife Crime 27.5% Robbery 6.5% Drug or Alcohol Related 7.5%

When asked the specific question of if they were a young person or the parent/carer of a young person, what concerns them most today, the responses highlighted

Street Robbery 24% Street violence 16% Cyber Bullying 15%
 Through a Public Attitude Survey conducted in relation to the Police, Lewisham is currently recording 79% victim satisfaction (ranked 13th in London) and 68% 'good job' confidence levels for residents of the borough (21st of the 32 London boroughs).

PAS Question	Overall Result %	London Ranking
Do you know how to contact your local policing team?	37.8	17
Local information provision	43.4	16
Police are dealing with the things that matter to people in this community	77.9	12
Police can be relied on to be there when you need them	77.1	22
The police in this area treat everyone fairly regardless of who they are	72.6	27
The police in this area listen to the concerns of local people	76.9	18

The borough is currently performing well in terms of dealing with the things that matter to the local community.

A focus on the inequalities observed towards victim satisfaction and public perception, for Lewisham, there is a strong White / BAME gap around perceptions towards the police (i.e., there is more than an 7.1% difference in terms of whether the police treat everyone fairly– White 75.4%, BAME 68.3%) will require focus.

9.2 Children and Adolescent Mental Health Service (CAMHS)

Lewisham CAMHS is Tier 3 Service offering therapeutic interventions to children and young people up to the age of 18 who experience enduring moderate to serious/complex mental health concerns that impact on daily living.

Services are located across three sites within Lewisham Borough:

- **Kaleidoscope:** CAMHS Generic Team (Horizons), Neuro-Developmental Team (NDT), CAMHS Pediatric Liaison Service Team (PLS) and Crisis Team
- **Lewisham Park:** Lewisham Young People's Service (LYPS), Symbol (Looked After Children)
- **Holbeach:** Adolescent Resource Team – forensic (ARTS)

There have been some recent changes in Lewisham CAMHS service; the two generic teams covering east and west of the borough have merged into one team called Horizons team.

The combined team is embarking on a service transformation initiative called Choice And Partnership Approach (CAPA). Other teams will be mainstreamed into CAPA subsequently. As part of this transformation resources have been secured to tackle an unsustainable high waiting list. CAPA will streamline resources to offer a more collaborative, timely, effective and efficient service to children, young people and families. Through these change which embed standardization and scrutiny, safeguarding processes will be enhanced.

A new, specific team, the Crisis Team was set up in May 2016. The Crisis team assess young people with serious and enduring mental health problem presenting at Lewisham Hospital A&E. Previously, this work was carried out across the service by clinicians on a rota basis. Now with a dedicated team, a more coherent and continuous service can be offered, professional relationships developed and practices and protocols established, which enhance safeguarding processes through experienced clinicians and collaborative working.

Lewisham CAMHS Activity:

- **Number of referrals received:** 1,627
- **Number of referrals accepted:** 1,162
- **Appointments offered:**
 - Patients seen: 2,854
 - Appointments offered: 14,161
 - Follow up appointments attended: 9,860

Outcome measures:

Outcomes in terms of mental health for children are monitored Trust wide via CGAS (Children's Global Assessment Scale) and Strengths and Difficulties Questionnaire, both of which are CAMHS key performance indicators.

Number of patients eligible for paired CGAS, % recorded and showing improvement:

	2016									2017		
	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Eligible	503	471	442	483	459	422	445	433	423	426	410	396
Recorded%	98.4%	97.7%	97.7%	99%	98%	98%	97%	96%	96%	97%	97%	97%
Target%	95%	95.0%	95.0%	95%	95%	95%	95%	95%	95%	95%	95%	95%

Variance%	3.4%	2.7%	2.7%	4%	3%	3%	2%	1%	1%	2%	2%	2%
Improved%	72.5%	71.7%	70.8%	71%	71%	71%	71%	71%	70%	69%	70%	70%

Lewisham CAMHS routinely use routine outcome measures. CAMHS are monitored on the use of routine outcome measures as part of their CYPIAPT membership.

Safeguarding Children Supervision arrangements:

CAMHS staff have regular clinical and management supervision, which includes discussions of safeguarding children. CAPA clinical discussions groups include safeguarding issues which are recorded onto Trust Electronic Clinical Records (ePJS).

Safeguarding Children advice is also given by Safeguarding Children Leads and duty seniors.

Identified areas of concern / challenges and priorities for the coming year:

- **Identified Concern: Lewisham CAMHS Waiting List**

The total number of referrals waiting to be seen for an assessment has continued to increase during the period of 2016-2017. In particular the generic service waiting times are high due to staffing and complexity of cases.

Action: Lewisham CAMHS is currently undergoing transformation to address waiting times and throughput.

- **Identified a weakness in data collection around safeguarding children referral's made to MASH.**

SLaM staff have been using a new function, Safeguarding Children template, on the Electronic Patient Records System (epjs) to record all safeguarding children activity. The trust are currently in the process of compiling this data. Prior to this all clinical staff recorded safeguarding activity data onto a team Safeguarding Spreadsheet for monitoring and data collection; we are currently still asking staff to record on these spreadsheets until the data from the Safeguarding template can be compiled.

Action: CAMHS Safeguarding Children Lead and team managers to remind staff to complete the Safeguarding Children template to record all safeguarding activity to enable a robust monitoring of Children Protection Referrals/attendance at Child Protection Conferences and also provide safeguarding assurances. We have also requested that each CAMHS team continue to record any safeguarding children activity onto their team spreadsheets.

9.3 Lewisham and Greenwich NHS Trust (LGT)

Lewisham and Greenwich NHS Trust (LGT) provide a range of acute health care services at Queen Elizabeth Hospital (QEH) in Woolwich in the Royal Borough of Greenwich and the University Hospital Lewisham (UHL) and community health services in the London Borough of Lewisham. LGT also delivers the Family Nurse Partnership Programme within both boroughs.

How have we made a difference for children?

Learning from Care Quality Commission (CQC), Children Looked After and Safeguarding Inspection (CLAS) in November 2016 and Serious Case Reviews (SCRs) has resulted in a review of the Maternity Safeguarding Pathway (MSP). This will ensure that unborn babies, children and their families who could benefit from early support are identified as soon as possible. All woman booking for antenatal care are routinely asked about Female Genital Mutilation (FGM), Domestic Abuse (DA), mental health support and who will be involved in the new baby's life. The Trust is part of the early adopter FGM Risk Indicator System (RIS) to ensure an electronic flag is automatically generated for children living in homes where FGM is a factor.

The Safeguarding Team contribute to Lewisham's Multi-Agency Safeguarding Hub (MASH) through information sharing to support multi-agency risk assessment and decision making to safeguard children.

LGT is part of the LSCB's Missing, Exploitation and Trafficking (MET) structure. This strengthens the LGT contribution to the identification of young people at risk of Child Sexual Exploitation, peer-on-peer abuse, harmful sexualised behaviour. The Lewisham LSCB MET strategy and CSE assessment toolkit has been disseminated across the LGT workforce and incorporated into training. Help to support children and their families to be aware of possible CSE warning signs was achieved through the Spotting the Signs of CSE guidance and the NSPCC PANTS campaign.

The Safeguarding Children Policy is being reviewed to reflect updated guidance on Modern Slavery, Radicalisation and the Mental Capacity Act.

The Trust's Managing Allegations against those who work with children, Domestic Abuse Policy and Therapeutic Holding Policy have been reviewed and updated.

Weekly safeguarding training is offered to help staff know what to do if they are worried about a child. Training is updated annually and has focused on CSE, Gang involvement, self-harm, neglect and learning from SCRs.

The Trust Intranet site was reconfigured in December 2016 with a specific Safeguarding Children page. This page also give links to the LSCB website, national and local guidance such as FGM, DA and CSE. The Safeguarding Team produce a quarterly newsletter on current topics. The electronic record keeping system continues to be rolled out across the Trust as part of the Information Technology Strategy. This will provide better evidence of the child's journey through LGT services. The Safeguarding Team became part of agile working, through the use of the community mobility strategy in 2017. This has enabled improved 'live time' information sharing within the multi-disciplinary forums.

All children subject to a Child Protection Plan are flagged on the system and routine notifications of attendance is shared with allocated social workers. Referrals to Children's Social Care are now sent via secure email which has resulted in more timely information sharing. Outcomes of referrals are routinely monitored in the weekly safeguarding meetings.

The Safeguarding Team reviews Emergency Department attendances using a Red, Amber, Green (RAG) system. This supports timely information sharing with partner agencies.

Safeguarding supervision is available via reflective learning forums held quarterly.

An Independent Domestic Abuse Advocate (IDVA) and Learning Disabilities nurse are on site to help with domestic abuse and learning disability support.

Evidence for and evaluation of effectiveness

The number of early help assessments and referrals made to and accepted by Children's Social Care has increased, highlighting that staff are identifying children and young people who could benefit from early help or who are at risk of significant harm.

The Trust revised its governance structure in 2016 to have a Safeguarding Assurance Group and Safeguarding Committee which is chaired by a Non-Executive to provide objectivity and rigour. The meetings monitor, review and escalate the Safeguarding Risk Register, Strategic and Operational action plans and annual audit programme.

There is good trust representation at LSCB meetings and task groups and contribution to the quality assurance framework. Training continues to reinforce and raise awareness of current safeguarding issues.

9.4 London Ambulance Service (LAS)

Safeguarding Risks

The LAS safeguarding risks are reviewed by the Safeguarding Committee. The risks for 2016-17 are detailed below:

- There is a risk that the Trust is unable to meet the obligation of engagement with partner agencies within set timescales due to lack of capacity within the safeguarding team to manage the increased workload, notably MARAC requests for information.
- There is a risk that due to our inability to link safeguarding referrals and identify previous referrals made to Social Services, this will impact on our ability to escalate any continued safeguarding concerns identified, which will impact on patient care.
- There is a risk of staff not recognising safeguarding indicators and therefore failing to make a timely referral.
- There is a risk that the Trust is unable to meet statutory requirements of providing safeguarding supervision, by trained professionals. This will result in an impact on staff performance and welfare and the Trust will not be compliant with the Children Act and Care Act pertaining to safeguarding.
- Safeguarding referrals will suffer. They will be delayed, miss-referred etc. Also information governance will be impacted. The risk impact those patients and others who are the subject of referrals and to whom we owe statutory duties of care.
- There is a risk that the Trust is unable to provide assurance that it is compliant with safeguarding training requirements for clinical and non-clinical staff.
- Children involved in youth violence may suffer greater harm as a result of a safeguarding referral not being made and appropriate help and support may not be provided by the local authority or other agencies as a result.

Work Plan

The implementation of the work plan is monitored by the Trust's Safeguarding Committee. The work plan contains the actions that are required to ensure the Trust is compliant with legislation, national documents / recommendations and learning from incidents. Good progress has been made with the actions identified for completion during 2016-17.

Education and Training

Safeguarding training is critical to protecting children, young people and adults at risk of harm. Front-line staff must have the competencies and support to recognise signs of maltreatment and to take appropriate action. All staff employed or contracted by the Trust have a duty to safeguard and promote the welfare of children, young people and adults and should know what to do if they have any concerns. The Trust Quality Improvement Programme (QIP) is in the process of developing a system that will capture all statutory and mandatory training across the Trust, and safeguarding will use this system from April 2017.

All clinical staff including those in the Emergency Operations Centre (EOC) receive level 2 safeguarding on their initial induction course and refresher training on the Core Skills Refresher (CSR) course annually.

Views of parents / carers / children / young people

Friends and Family test has been introduced across all of the CYP areas and feedback is monitored and shared with staff.

Safeguarding and parents notice boards are within key clinical areas. All areas have posters advising children and young people they can be seen alone if they wish to speak with a member of staff.

A leaflet explaining child protection processes has been developed. A Children's Complaint Leaflet is available across sites.

Multi language posters on DA have been developed by maternity services.

The use of interpreting services via telephone or face to face is available.

What have we learned?

- All emergency department's attendances are reviewed by the safeguarding team to support early identification of need.
- Reviewing and strengthening of information sharing pathways continues to keep children in mind.

What do we need to do better?

- Improve children's engagement and feedback.
- Support staff with Early Help identification.
- Extend safeguarding supervision availability.

Examples of effective practice

Safeguarding Team has embraced agile working to share timely, 'live' information to support risk assessment and action planning.

Discharge documentation for GPs now contains specific safeguarding concerns questions to support information sharing.

Appendix A Overview of the Lewisham Safeguarding Children Board

The LSCB is a statutory body and was established in 2006 in accordance with the statutory duties set out in the '*Children Act 2004*'. The activities undertaken by the LSCB reflect the requirements of the Act, and are based upon the objectives set out in Chapter 3 of '*Working Together to Safeguard Children 2015*':

- (a) To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area, and
- (b) To ensure the effectiveness of what is done by each such person or body for those purposes.

The LSCB brings together all the main organisations which work with children and families in Lewisham, with the aim of ensuring that they work together effectively to keep children safe. The LSCB stands alongside Lewisham's Children and Young People Strategic Partnership Board and other partnership forums (please see structure chart below). The LSCB holds responsibility for identifying the safeguarding aspects of all of the Every Child matters five outcomes, and has a key role in overseeing the 'Staying Safe' outcome as identified within the Lewisham Children and Young People's Plan 2015-18 (CYPP). The LSCB has a responsibility to ensure that organisations are fully meeting their safeguarding obligations effectively, and can hold them to account if they are not.

The LSCB endeavour to ensure that children and young people are:

- safe from abuse, maltreatment, neglect, violence and sexual exploitation,
- secure, stable and cared for; and helps to reduce the likelihood of them suffering from:
 - accidental death and injury
 - bullying, exploitation and discrimination
 - crime and anti-social behaviour

The LSCB works to achieve this by:

- Leading collaboration across all agencies in the community
- Developing and setting policies and procedures
- Monitoring and auditing the implementation of these policies and procedures
- Conducting audits to ensure the effectiveness of what is done by agencies individually and collectively to safeguard and promote the welfare of children
- Ensuring appropriate multi-agency training is available and effective
- Promoting awareness and action in the wider community
- Conducting Serious Case Reviews when a child dies or is seriously harmed and abuse or neglect is suspected to improve practice across agencies
- Conducting Child Death Reviews to better understand how and why children in the locality die and use these findings to take action to prevent other deaths

The LSCB Main Board

This is made up of representatives of the member's agencies. Board members must be sufficiently senior so as to ensure they are able to speak confidently and sign up to agreements on behalf of their agency, and make sure that their agency abides by the policies, procedures and recommendations of the LSCB.

The Executive Board

The Executive Committee manages the business and operations of the LSCB, ensuring there are clear governance arrangements in place and drives forward the strategic priorities as outlined in the Business Plan.

Independent Chair

The LSCB has an Independent Chair who is subject to an annual appraisal to ensure the role is undertaken competently and that the post holder retains the confidence of the LSCB members. The Chief Executive of Lewisham Borough Council and Executive Director for CYP appoints the Chair.

Lewisham Borough Council

Whilst the Chair and the Board itself is independent, Lewisham Council is responsible for establishing and maintaining the Safeguarding Children Board (LSCB) on behalf of all agencies.

The Executive Director of Children Services and the Director of Children's Social Care are required to sit on the Main Board of the LSCB as this is a pivotal role in the provision of children's social care within the local authority.

Leader of the Lewisham Borough Council

The ultimate responsibility for the effectiveness of the LSCB rests with the Chief Executive of the Council. Regular meetings take place throughout the year between the LSCB Independent Chair, the Executive Director for Children and Young People and the Chief Executive to ensure appropriate communication regarding decision making processes and escalation of matters where needed.

Lead Member for Children's Services

The role of Lead member holds responsibility for making sure that the local authority fulfils its legal responsibilities to safeguard children and young people. The Lead Member contributes to the LSCB as a participating observer and is not part of the decision-making process.

Partner Agencies

All partner agencies in Lewisham are committed to ensuring the effective operation of the LSCB. This is supported by the LSCB governance document and partnership protocol, which sets out the governance and accountability arrangements.

Designated Professionals

Health commissioners should have a designated doctor and nurse to take a strategic, professional lead on all aspects of the health service contribution to safeguarding children across the local area. Designated professionals are a vital source of professional advice on safeguarding children matters to partner agencies and the LSCB. There are Designated Doctors and Nurse Role's in post for Lewisham who play an active role in the LSCB and its task groups.

Lay Members

Lewisham LSCB has two local residents acting as Lay Members who support stronger public engagement in local child protection and safeguarding issues and contribute to an improved understanding of the LSCB's work in the community. Both Lay Members play an active role in the work of the LSCB and its task groups.

LSCB Financial arrangements for 2016-17

Income:

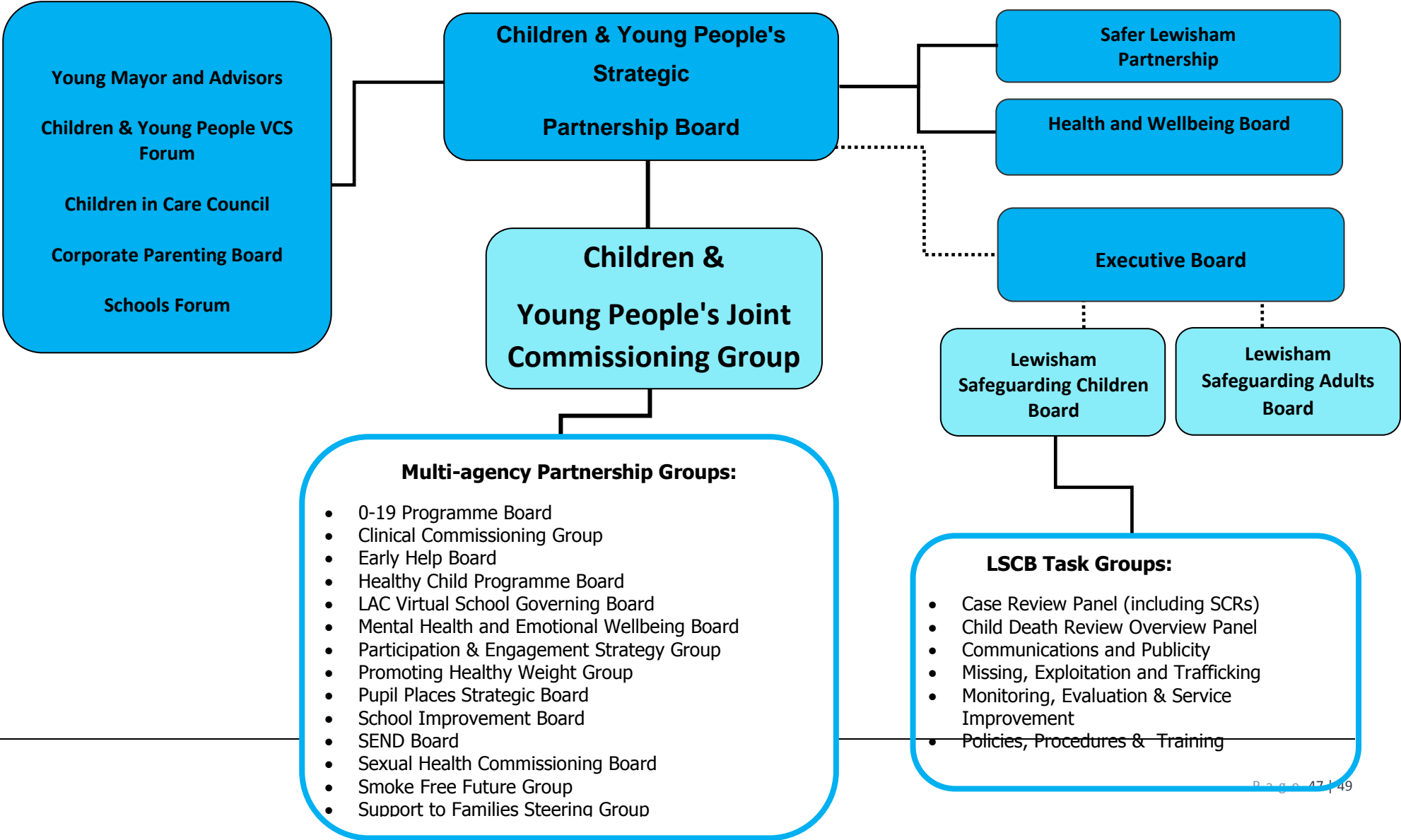
Organisation	Percentage	LSCB contribution
Lewisham CCG	26%	45,110
LBL Children's & Young People's service	48%	83,280
*Cafcass	not applicable	550
*London Probation	not applicable	2,000
*Metropolitan Police Service	not applicable	5,000
Lewisham & Greenwich Healthcare Trust	13%	22,555
South London and Maudsley	13%	22,555
Total:		181,050

Expenses:

The salaries of all LSCB staff are paid from the LSCB budget. An amount of £10k has been allocated to deliver the annual LSCB training programme. However, it is recommended to increase this amount to £15 000 from 2017/18 to ensure the deliverance of 'good' multi-agency safeguarding training across the partnership. Training will therefore remain free of charge for all professionals in Lewisham who works with children and young people.

Other expenses include matters such as the maintenance of the LSCB website, stationery, room bookings and refreshments, IT equipment, agency cover, external contractors, staff training, leaflets, campaigns etc.

CYP Strategic Partnership Structure





Together Everyone Achieves More for Children



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Children and Young People Select Committee	
Report Title	6 month update: Transition from Primary to Secondary School in-depth review
Key Decision	Item No. 5
Ward	
Contributors	Executive Director for Children and Young People
Class	Date: 1 st November 2017

1. Purpose of paper

- 1.1 As part of its work programme the CYP Select Committee undertook an in-depth review into transition from primary to secondary schools.
- 1.2 This paper summarises the recommendations from the review and provides a 6 month response from the Children and Young People Directorate for the Mayor to note.

2. Context and Background

This report presents the findings of an in-depth review on transition from primary to secondary schools that the Children and Young People Select Committee undertook between October 2016 and February 2017. It summarises evidence gathered from a range of sources and makes a number of recommendations to ensure that children attending Lewisham’s schools are well supported to get the best possible start to their secondary education and to set them up to achieve their full potential as they move through their secondary education.

- 2.2 Transition in Lewisham varies on a school by school basis. The large number of primary feeder schools – as many as 30 or more - for every secondary school complicates the picture. Secondary schools find that many pupils entering Year 7 lack the necessary skills to find their way independently through the early weeks of secondary school. On the other hand, there are lessons to be learned from primary schools about providing individually tailored support to children with a variety of needs.
- 2.3 Late sharing of crucial pupil information can impact on secondary schools’ ability to put support in place for more vulnerable or disadvantaged pupils. Without the necessary plans and support in place to enable a strong start in Year 7 for every student, seamless pastoral transition is difficult to achieve.

- 2.4 The long break from academic work between the end of SATS in Year 6 and the start of Year 7 exacerbates the natural dip that all teachers are familiar with after the summer holidays. Recovery from this dip can be further hampered by secondary schools reluctance to rely on primary assessed levels, which can lead to repetition of work done in primary school and a slowdown of academic momentum as secondary schools make their own assessments of students' attainment levels. The Committee found evidence that most primary and secondary schools are broadly unfamiliar with each other's curricula, which creates an additional obstacle to seamless academic transition.
- 2.5 Lewisham is working hard to create an outstanding secondary school sector, and in support of this a Transition Working Group (TWG) was set up in the summer term of 2016 to improve practice across Lewisham schools, as well as to increase numbers of pupils choosing Lewisham secondary schools. Improving transition is an important element of secondary school improvement which the recommendations from this review seek to support.

3. Recommendation

- 3.1 The Mayor and Cabinet is recommended to note and endorse the report.

4. Recommendations and responses

4.1 Recommendation 1

That the importance of good transition, both pastorally and academically, is emphasised to and understood by both primary and secondary schools.

- 4.1.1 The Transition Working Group has definitely raised the profile of transition this academic year. Information has been shared with all schools in the weekly e-newsletter, at Headteacher and Governor briefings and 100% of schools attended the Transition Day in April 2017. Both primary and secondary schools recognise the importance of both academic and pastoral transition.

- 4.1.2 While this aspect had a higher profile at the end of the academic year 2016/17 it is recognised that this needs to be kept as a high profile as it has become clear from visits to secondary schools that information and suggestions for activities have not always been taken up.

4.2 Recommendation 2

That, as part of transition preparation, primary schools include reassurance and practical advice on keeping in contact with 'old friends' from previous school.

- 4.2.1 Documents will be going to all primary schools that includes advice on a variety of transition matters. This will be included. See Appendix A and Appendix B

4.2.2 The documents went via Schools Mailing, but the uptake of recommendations seems to have been patchy. The evidence has come from both primary headteachers as well as those in our secondary schools.

4.3 Recommendation 3

That vulnerable and disadvantaged children, and those likely to struggle with transition, are identified sufficiently early in Year 6 to enable secondary schools to have in place plans and support ready for the start of term in Year 7.

4.3.1 A very successful information sharing day is held every year at Kaleidoscope. Traditionally this has focused on SEND pupils, but this year the information form was amended to include vulnerable pupils as well. The Transition Day took place on Tuesday 18 April. 100% of schools attended. This will continue. In addition, New Woodlands School Outreach Service are offering Transition workshops for Y6 pupils in primary schools who have been identified as those who may struggle at transition.

4.3.2 This is a clear area of success and will continue. The New Woodlands work needs improving, but this is part of the review of their offer to schools being undertaken by the New Woodlands Advisory Board made up of headteachers and advisers across Lewisham.

4.4 Recommendation 4

That the Transition Working Group should take note of the recommendations of this Committee.

4.4.1 Information was shared with the Transition Working Group and has been used to inform documentation circulated to schools. See Appendices A, B and C.

4.4.2 It has become clear that this will need to be highlighted to schools on a regular basis.

4.5 Recommendation 5

That secondary schools consider using their pupil premium funding for transition activities.

4.5.1 Some schools already do this, but it is up to schools how they spend this money. All schools must report how they spend their pupil premium activity and what impact this has. This information must be shared with the Governing Body and be published on the school's website. The Transition Working Group can recommend this.

4.5.2 No further update.

4.6 Recommendation 6

That secondary schools quickly identify the most able children and have a properly resourced and rigorous academic programme in place at the start of term in Year 7.

4.6.1 All secondary schools will identify their most able pupils and make the necessary arrangement e.g. setting, identifying for teaching staff and tracking progress. This year all Lewisham Year 6 pupils will take with them a great piece of writing to their secondary schools which all class teachers will have a copy of to stick in the front of their exercise books. This should ensure that all pupils and especially the most able will be expected to produce high quality written work.

4.6.2 The piece of writing referred to in 4.6.1 was received by some secondary schools, but the coverage was patchy in year one so we will communicate this expectation again this year using a wider range of channels.

4.7 Recommendation 7

That school governor training covers transition and that one governor in each school has responsibility for focusing on transition in each school.

4.7.1 Governor training took place on 23rd May led by Jackie Jones, Service Manager for School Improvement and Intervention. Recommendations from this review were shared with governors and schools were advised to have a governor to look at transition. There was also an article about this in the summer term Governor Information Pack which was distributed to schools in April.

4.7.2 No further update on this recommendation.

4.8 Recommendation 8

That secondary schools and primary feeders work together to design their transition programmes using the best practice available.

4.8.1 All schools have received, via Schools Mailing, a suggested menu of activities for successful transition. In addition separate documents have gone to secondary schools and primary schools identifying what each can do. This includes teachers from the primary school, including the SENCO visiting their ex-pupils in their secondary school in the first half of the autumn term. Many schools already do a wide range of activities to support transition.

4.8.2 This is for schools to arrange. An item has been put in Schools Mailing reminding schools that this would be good practice.

4.9 Recommendation 9

That primary schools increase opportunities for children to develop their independence especially in Year 6.

4.9.1 Many Year 6 pupils are already independent in their learning as well as taking responsibility for younger pupils as Prefects for example or Peer Mentors, or contributing to School Councils etc. However, this recommendation was also added to the primary document mentioned in recommendation 8.

4.9.2 Secondary schools usually elect school council members in the first half of the autumn term and this is an early opportunity for Year 7 pupils to continue their leadership roles from their primary schools. Other opportunities can include sports captains, taking part in clubs and societies.

4.10 Recommendation 10

That secondary school staff observe vulnerable children in their primary settings in Year 6.

4.10.1 This has been included in the menu of activities. The Working Party also suggested attending TAC/early help meetings and any CP meetings that might be appropriate for individual children.

4.10.2 This is something that does happen where possible as it certainly helps the secondary school staff understand some of the problems. It would tend to be the Inclusion lead who attends or the head of year whichever is the most appropriate. If this information is provided in a timely manner by the primary school or other parties, then the secondary school can deal with the pupil's behaviour, for example with a proper understanding of what might be triggering the issues.

4.11 Recommendation 11

That all relevant information/files are sent from primary to secondary schools before the end of the summer term in Year 6.

4.11.1 This has been included in guidance sent to primary schools. All schools will complete a Transition Form for each child who is moving to Year 7. In addition, all Lewisham Year 6 children have been given the opportunity to complete their own document outlining their hopes and concerns as well as their strengths and hobbies as part of the commitment to improving the quality of information which is transferred from primary to secondary schools.

4.11.2 The Pupil information form was sent to all primary schools after the KS2 STAS had been completed. This timing was agreed by the transition working party on the advice of the primary Headteacher on the group. The form was sent out via Schools Mailing as well as WebDav, our secure information sharing platform. Anecdotally, this was welcomed by primary leaders, but speaking to secondary headteachers not all these forms were received. If we are to do this again in the summer of 2018, there will need to be greater clarity on the value of this information and how to best utilise it, and it will need to be well-publicised and communicated.

4.12 Recommendation 12

That consideration be given to means of supporting parents in the secondary school application process and so reduce the burden on primary schools.

4.12.1 The proposal was made that secondary schools would open their IT rooms during twilight sessions or Saturday morning to support parents in completing their applications.

4.12.2 This proposal has not taken off. However, one of our other secondary schools is having an open morning on a Saturday: one of our admissions team will be in attendance and the Headteacher has been approached to offer this facility. A number of primary schools do support parents in this way.

4.13 Recommendation 13

That schools make better academic use of the time between end of SATS in Year 6 and start of Year 7 (e.g. bridging projects/units to introduce the KS3 curriculum in the summer term of Year 6).

4.13.1 All primary schools make good academic use of the time between end of SATS in Year 6 and the start of Year 7. Often pupils engage in creative activities developing a leavers play using their independent learning skills and working across the curriculum. There has also been a bridging unit in the Agreed RE Syllabus, but this is currently under review as part of the work of SACRE. Many secondary schools already provide teachers to deliver a range of subjects across the curriculum for different year groups in different schools. There has been an agreement from all primary schools that they will provide a piece of high quality written work for the secondary school. Secondary schools will use this to illustrate to all Year 7 teachers the standard that their pupils can achieve.

4.14 Recommendation 14

That all relevant primary/ secondary school staff increase their knowledge of each other's curriculum.

4.14.1 This has already been a focus of professional development this current academic year. The development of the school wide partnership for Lewisham will further develop opportunities for this cross-phase work.

4.14.2 This is one aspect of the work of Lewisham Learning in partnership with the Secondary Challenge and the teaching schools. It is being planned into the professional development provided by the teaching schools for this coming academic year.

4.15 Recommendation 15

That secondary schools are reminded to ensure that academic needs are given the same importance as pastoral needs throughout KS3.

4.15.1 Secondary schools know that this is a priority. All secondary schools have actions in place to ensure quality teaching and learning across the curriculum in all year groups.

4.15.2 Peer reviews are taking place during the autumn term which will look at, among other aspects the quality of teaching across the school. These reviews will provide an assessment of the quality of provision at all key stages and, therefore, the academic progress pupils are making in Year 7.

4.16 Recommendation 16

That schools give a high priority to KS3 in aspects of school planning, monitoring and evaluation.

4.16.1 Secondary schools know that this is a priority. All secondary schools have systems in place to monitor the progress of all pupils including those at KS3. Data is regularly reviewed to ensure progress and each school will have a robust structure to ensure that regular and effective monitoring takes place.

4.16.2 This is an on-going process throughout the academic year. This enables schools to track the progress made by all pupils as well as different pupil groups such as those entitled to the Pupil Premium, those who have special educational needs and/or disabilities, students for whom English is an additional language as well as the different ethnic groups in their schools. Therefore, the progress made by pupils in Year 7 will be scrutinised as part of their monitoring, evaluation and review processes.

5. **Financial Implications**

There are no specific financial implications to consider.

6. **Legal Implications**

There are no specific legal implications to consider.

7. **Environmental Implications**

There are no specific environmental implications to consider.

8. **Equalities Implications**

There are no specific equalities implications to consider.

For further information please contact Jackie Jones, Service Manager, School Improvement on 020 83146773

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Children and Young People Select Committee		
Report Title	Update on savings proposals and the current overspend	
Key Decision	No	Item No. 6
Ward		
Contributors	Executive Director for Children and Young People	
Class	Part 1	1 st November 2017

1. Summary of the Report

- 1.1 The purpose of this report is to enable consideration of the financial position of the Children and Young Peoples Directorate. It looks at the current overspend and the delivery of the savings and projects in hand to make savings. It then goes on to the action which is in train to address the current overspend.

2. Recommendations

- 2.1 The Children and Young People Select Committee is recommended to note the report

3. Policy Context

- 3.1 Children and Young People’s Directorate (CYP) contributes to five of the key priority outcomes of Lewisham’s Sustainable Community Strategy 2008-2020:
- **Ambitious and achieving** – where people are inspired and supported to fulfil their potential.
 - **Safer** – where people feel safe and live free from crime, antisocial behavior and abuse.
 - **Empowered and responsible** – where people are actively involved in their local area and contribute to supportive communities.
 - **Healthy, active and enjoyable** – where people can actively participate in maintaining and improving their health and well-being.
 - **Dynamic and prosperous** – where people are part of vibrant communities and town centres, well connected to London and beyond.
- 3.2 One of the Council’s corporate priorities is for young people’s achievement and involvement; raising educational attainment and improving facilities for young people through partnership working.

- 3.3 Reporting financial results in a clear and meaningful format contributes directly to the council's tenth corporate priority: inspiring efficiency, effectiveness and equity.

4 Local Context

- 4.1 The financial forecasts for 2017/18 as at 31 May 2017 across the Council show a forecast overspend of £12.8m against the whole council's net general fund revenue budget. This compares to a final outturn overspend of £7m for 2016/17 which resulted after applying £2.8m of funding for 'risks and other budget pressures' against the total year-end overspend of £9.8m for that year. At the end of August the Council was showing an overspend of £13.5m.
- 4.2 As reported to the Public Accounts Select Committee, over the last eight years, the Council has undertaken a major budget reduction programme to manage the difficult financial challenge it has been faced with. In the period 2010/11 to 2017/18 the Council has implemented savings of £160m, with work is underway to identify and deliver a further £32m by 2019/20. The Children and Young People's (CYP) Directorate represents roughly 25% of the total General Fund spend across the Council.
- 4.3 The year-end outturn for the CYP Directorate 2016/17 was an overspend of £7m. The CYP Directorate as a whole is forecasting an overspend of £7.5m for 2017/18 at the end of August.

The CYP Directorate is made up of three divisions, the budget for each, together with the forecast overspend is shown below

Service Area	Gross budgeted spend £m	Gross budgeted income – including grants £m	Net budget £m	Forecast over/(under) spend August £m	Forecast over/(under) spend July £m
Children's Social Care includes No Recourse to Public Funds	38.5	0.9	37.6	5.6	5.6
Education, Standards and Inclusion	2.6	1.5	1.1	0.0	0.0
Targeted Services and Joint Commissioning	25.6	13.6	12.0	1.5	1.5
Schools	0.	2.0	2.0	0.0	0.0
TOTAL	66.7	18.0	48.7	7.1	7.1

The savings the Directorate were asked to make this year are as follows

Directorate	Savings agreed for 2017/18 £m	Forecast delivery £m	Variance	
			£m	%
Children's Social Care	3.3	2.4	0.9	27
Education, Standards and Inclusion	0	0	0	0
Targeted Services and Joint Commissioning	0.6	0.6	0	0
TOTAL	3.9	3.0	0.9	23

4.4 In 2010/11 the CYP budget was £76.4m and through the period of the government's austerity programme, it has been reduced to £48.7m, a reduction of £27.7m or 36%.

5. Children Social Care Overspend

The CSC overspend falls into three parts:

5.1 Overspend on placements

The placement budget for *looked after children* is currently forecast to overspend by £2.1m. This is based on an average of 453 looked after children for the year. This budget funds foster and residential placements for Lewisham's looked after children. The Looked after Children numbers are starting to grow and may increase the forecast overspend.

5.2 Overspend on CSC staff

The CSC staffing budget, which funds social workers, their managers and business support is forecast to overspend by £1.8m. This includes the investment in MASH team to improve the "front door" following the Ofsted inspection.

5.3 Overspend on Section 17

This budget funds families who qualify for financial support under S17 of the Children Act 1989. This budget is expected to overspend by £0.7m.

5.4 Unachieved savings

The unachieved savings across in Children's Social Care amount to £0.9 out of a total saving requirement of £3.3m

6 Targeted Services and Joint Commissioning Overspend

6.1 The final outturn on schools' transport at end of 2016/17 was an overspend of £1.2m. In 2017/18, it is expected to be lower but still in the region of £0.7m. Members should note that measures to reduce demand and promote alternatives to bus/taxi transport have resulted in a 10% decrease in numbers

on transport. Alternative travel assistance offers have been put in place such as direct payments and independent travel training, alongside better assessment of need within the existing eligibility criteria.

A new DPS for taxi provision has been in place since April 2017 and is forecast to reduce the spend on taxis by £200k this financial year. The spend on taxis has already reduced by £460k since 2015. There is currently a review of fleet and passenger transport services underway with a view to reducing cost per journey in Door 2 Door.. The revenue budget savings from this review have been built into the forecast in full.

- 6.2 The net budget which funds education psychologists has seen increased spending pressure due to the increased demand for Education Health and Care Plans (EHCP), with the numbers issued having doubled over the last year. The staffing budget for the Children with Complex Needs Service is partly funded by a DfE SEND Reform Grant of c£300k which is due to end in March 2018. If this is not replaced by central Government, it will leave a further pressure within the service budget.

In addition, the short breaks budget is expected to overspend by £0.5m, although work is underway to bring this back within budget. This is partly due to an increase in demand and work has been underway to look at alternative ways of meeting this demand within budget; however the overspend is largely due to the costs of Drumbeat Extended Services (after school club and holiday provision) which have created an additional pressure on this budget. Although work is underway with the school and with parents to develop an alternative model of delivery, there will need to be an overall policy decision on what Lewisham's short breaks offer should be.

7. Understanding demand

- 7.1 A main driver of demand for children's social care and SEND services is the increase in population in Lewisham of children and young people aged under 18. The increases since 2013 are as follows

Year	Population	%Growth Cumulative	%Growth Annual
2011	64,234		
2012	65,153	1.43%	1.43%
2013	66,276	3.18%	1.72%
2014	67,366	4.88%	1.64%
2015	68,137	6.08%	1.14%
2016	68,845	7.18%	1.04%
2017	69,330	7.93%	0.70%

7.2 What are the key headline statistics for CSC in Lewisham?

	As at August 2017	Statistical Neighbours	National
Number of children 0 to 18	68,250		
No of contacts and referrals per 10,000 population	403	470	548
S47 child protection enquiries per 10,000 population	184	143	138
Number of children on Child Protection Plans	306	**	**
Number of Looked after Children per 10,000 population (1)	65.1	65.1	60

7.3 What drives demand for CSC?

There are a number of drivers for demand which have resulted in increased spend across London. They can be seen as associated with economic disadvantage, increased child poverty and with intergenerational problems of mental health and deprivation, including:

- Increase in incidence of poor parental mental health linked with substance abuse, leading to neglect of children and poor attachment
- Increase in problems of adolescent mental health (e.g. increasing incidence of self-harm, eating disorders, suicidal ideation)
- Increase in gang involvement in drug dealing, leading to exploitation of vulnerable young people, including sexual exploitation and peer on peer abuse
- Increase in homelessness, mobility and transience
- Increase in Unaccompanied Asylum Seeking Children

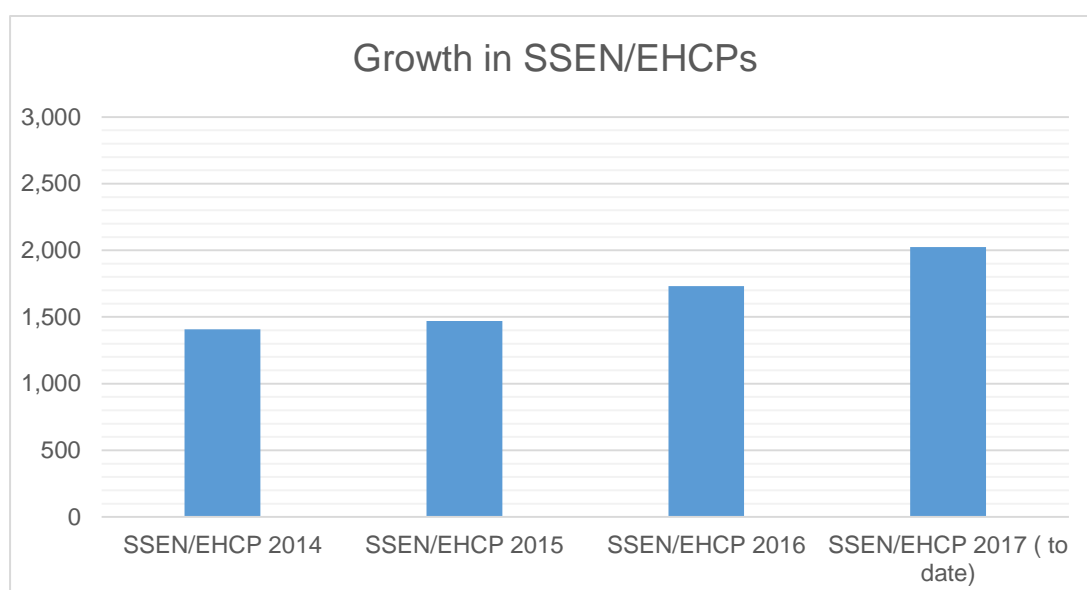
7.4 **What drives demand in Targeted Services and Joint Commissioning (TSJC)?**

Demand for the services which assess and coordinate support for children and young people with SEND is driven in part by the population growth set out above. It is also driven by the increased rate of survival and lifespan of young

people with profound and multiple disabilities (nationally a 50% increase over the last 10 years). Finally it is driven by the implementation of the 2014 SEND reforms, which broadened the responsibility of services from 5-18 years to 0-25 years.

The general pattern of increasing demand appears common across London boroughs – Lambeth and Southwark for example have seen a very similar level of increase as Lewisham. 11 of the 13 Inner London Boroughs have seen an increase in EHCP's issued, and a corresponding drop in the percentage finalised within 20 weeks.

The following chart shows the increase in demand for Education, Care and Health Plans:



This shows an increase in the numbers of children with EHCP's or SSEN's from 1,400 in 2014, at the point the current legislation was introduced, to the current figure of 2024.

Data suggest the demand will continue at the high level observed in 2015/2016. The increase in demand for EHCPs has had a clear impact on the ability of services involved in assessment to meet the 20 week statutory deadlines, and the annual review process. This has particularly been the case for the Educational Psychology Service which has recruited additional staff to meet demand, but resulting in the overspend outlined above.

The increase in demand has an impact on the Children with Disabilities social work team and short breaks provision, which has seen a subsequent increase in the numbers of families eligible for a social work assessment, and for a short breaks provision at either targeted or specialist level.

8. Strategy for reducing cost and bringing the service within budget

- 8.1 The Ofsted Inspection report in 2016 identified that there needed to be a major improvement programme for CSC, focusing on greater rigor, improved

recording and performance management and much better systems and processes. The work achieved so far has necessitated investment in bringing the service's IT up to date, ensuring that the social workers have phones and ipads to enable mobile and secure working, a huge data cleansing exercise and development of a new performance framework. All this has necessitated investment from the corporate centre beyond that identified in the CSC budget. Alongside this, officers have been working to analyse the budget and develop a 'road map' towards reducing budget overspends. The strategies can be summarised as follows:

- Recruiting additional foster carers to reduce reliance on high cost independent fostering agencies - £1.5m.
- Working to reduce relatively high numbers in residential placements through stronger gatekeeping, monitoring and developing home-grown alternatives - £0.5m.
- Reducing reliance on agency staff through a strong workforce strategy and encouraging agency staff to become council employees – £0.4m.
- More effective front door and early help to reduce escalation to 'high end'
- Intervention at the edge of care to prevent high cost adolescents coming into the care system
- Better procurement to get best possible VFM from suppliers (placements, agency staff, contracts)
- Effective joint working with Housing Needs to reduce costs of intentional homelessness and improve housing options for care leavers - £0.5m.
- Better systems and processes to promote improved value for money and eliminate waste.

Each of these strategies is explained in more detail below:

8.2 Recruiting additional foster carers to reduce reliance on high cost independent fostering agencies

<p>Rationale</p>	<p>A comprehensive and effective fostering strategy will increase the number of in-house foster carers to bring us into line and ultimately outperform our statistical neighbours and reduce the overall cost of placements</p>
<p style="text-align: center;">ACTIONS</p>	

<p>Undertaken The contract for in-house foster care recruitment with a voluntary sector organisation (dates) has been terminated and in-house recruitment of foster carers commenced.</p>	<p>Planned Reinvestment of £96k cost of recruitment contract into a new fostering recruitment service to demonstrate potential return from larger scale investment in recruitment of foster carers</p>
<p>A comprehensive fostering strategy and associated action plan has been developed</p>	<p>Development of in house fostering recruitment team.</p> <p>Monitor recruitment service to track spend, delivery and savings</p>
<p>Investment in service improvement to date £0k</p>	<p>Additional investment required To reinvest £200k of savings following 'proof of concept'</p>
<p>Savings achieved to date: £96k cost of under-performing recruitment contract recycled into in-house approach</p>	<p>Further savings planned: Potential for large scale cost reduction: Increase children with in-house foster carers by 60 and reduce children in IFAs by 60 would generate cost reduction of £1.5m This can be profiled over time as follows: Year 1 £50k Year 2 £600K Year 3 £1,500k</p>
<p>How will we know it's working?</p> <p>Ratio of in-house foster carers to agency, currently 40:60 and the target is to move it to 60:40</p>	
<p>Risks Recruitment of foster carers is a slow process, with a competitive market across London Children in existing placements cannot (and should not) be moved if their placement is working well and they are settled and happy, so the change can only affect new placements</p>	

8.1. Working to reduce relatively high numbers in residential placements through stronger gatekeeping, monitoring and developing home grown alternatives

Rationale	Rigorous gatekeeping, monitoring and tracking of all residential and semi-independent placements ensures that young people are in the right placement for an appropriate length of time, with an exit strategy if appropriate. In addition tight monitoring of contracts ensures that the agreed contract is being delivered and where appropriate, the cost of the contract is brought in line with the service requirement and needs of the young person.
Overall savings target	£190k
ACTIONS	
<u>Undertaken</u> A Care Scrutiny (Placement Panel) meets weekly to review all new or higher cost placements	<u>Planned</u> Identify whether it is feasible to work with a provider to develop local residential/intensive foster care provision which will reduce the need to place in high cost residential outside Lewisham.
Our placement procurement team has been strengthened to ensure the best placement at the best cost is identified; within this a Family Finder is in post to facilitate identification and transition to lower cost placements in line with a child's care plan.	This was the substance of an Innovation Fund bid to DfE which was not successful but can be pursued if a case can be made for capital investment.
Investment in service improvement to date £50k – recouped through savings in placements	Additional investment required Potential Capital Bid.
Savings achieved to date: Net £140k	Further savings planned: Will be quantified as part of developing options for local provision
How will we know it's working? Reduction in average unit placement cost Reduction in the use of residential placements Further reduction in placement breakdown due to better matching	

Risks

The market for residential care is subject to high demand and increasing unit costs in line with opportunities for private providers profit margins.

Ofsted inspection standards for residential care make providers less willing to accept children with more complex needs; for those that will this often involves additional resource allocation, for example 2:1 staffing arrangements.

With small numbers of children with complex issues making a big impact on budget, it is challenging to predict demand and need in high cost placements.

8.4. Reducing reliance on agency staff through workforce strategy, temp to perm.

Rationale	Given that each agency worker costs an additional £12k per annum when compared to a permanent employed, if we improve our recruitment and retention of social workers, we will save money.
ACTIONS	
<u>Undertaken</u> A workforce strategy is in place, endorsed by CYP Select Committee November 2016 which includes: <ul style="list-style-type: none"> • Retention strategies and developments 	<u>Planned</u> A new Induction policy is due to be launched in September 2017
<ul style="list-style-type: none"> • Recruitment developments • Procedural clarity • Consultation and communication arrangements • Learning and development All Staff Forums, monthly All Managers meetings staff, Quarterly service days have been introduced across CSC.	A revised supervision framework is due to be launched in September 2017 Leadership development programme agreed with the SELTP and Corporately within the Council.

<p>Revised tracking systems are in place for permanent recruitment, vacancies and agency use to improve accountability and timeliness.</p> <p>Lewisham is one of four partners (Goldsmiths University, Southwark & Greenwich Council) which form the Dfe funded South East London Teaching Partnership. This leads to a range of social work development opportunities.</p> <p>Workshops held with agency staff on IR45 to promote a move into Council employment; 8 agency workers are currently being processed for permanent employment.</p>	<p>A learning and development career framework is due to be launched in October 2017</p> <p>Social work recruitment via the DfE Step up Social Work recruitment programme is being developed within the SELTP.</p> <p>Championing Children, Transforming Futures transformation programme based on a systemic model of social work intervention is being developed, target roll out winter 2017.</p>
<p>Investment in service improvement to date £0k</p>	<p>Additional investment required £0k</p>
<p>Savings achieved to date: £0k</p>	<p>Further savings planned £400k</p>
<p>How will we know it's working?</p> <p>Reduced level of agency workers – target 10%. Will never be 0% because of maternity and long term sickness cover.</p>	
<p>Risks</p> <p>Social work pay and the housing market may drive social workers to agency work or higher salaried authorities; social workers are nationally in high demand still.</p> <p>Caseload pressures particularly in the Referral and Assessments services increase the risk of staff turnover.</p>	

8.5. More effective front door and early help to reduce escalation to 'high end'

<p>Rationale</p>	<p>More effective early help and an effective front door will give families the support when they need it and reduce escalation to higher cost services, in particular becoming looked after</p>
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ACTIONS	
<p><u>Undertaken</u></p> <p>A new MASH (Multi-Agency Safeguarding Hub) early help team and front door team has been set up to support families to avoid the need for more statutory intervention; better assess levels of need and match to service and meet Ofsted requirements.</p> <p>There are a range of partners sited within the MASH</p> <p>A 'Continuum of Need' has been developed to give clarity on responsibilities for service provision for CSC and partners agencies across the ascribed levels of need.</p> <p>Referrals to partner agencies from the MASH are tracked to ensure engagement and promote outcomes sought.</p> <p>A revised Early Help Assessment has been developed and rolled out across the partnership.</p> <p>Revised Early Help Training is being delivered by the Early Help Team.</p>	<p><u>Planned</u></p> <p>The formal launch of our new Early Help arrangements to further promote this across the partnership prior to March 2018.</p> <p>Complete partnership engagement in the MASH with recruitment of Housing and CAMHS links.</p> <p>Address continued high referral rate from the police by achieving a better common understanding of thresholds.</p>
<p>Investment in service improvement to date £600k</p>	<p>Additional investment required £0k</p>
<p>Savings achieved to date: £0k</p>	<p>Further savings planned None prior to 2020</p>
<p>How will we know it's working? Tracking numbers of referrals accepted by CSC Increased engagement of families with early help services Slowing demand on specialist CSC services Service quality audits (and multi-agency audits carried out by LSCB) and Ofsted inspection</p>	

Risks

Impact will take time to deliver, important that service is allowed time to embed. The needs of the partnership for safeguarding support may outstrip supply

8.6. Intervention at the edge of care to prevent high cost adolescents coming into the care system

Rationale	Lower cost early help key worker support for adolescents in crisis and at risk of coming into care will prevent escalation and future high placement costs
ACTIONS	
<p><u>Undertaken</u></p> <p>The First Options service is now in place. This consists of redeployed formerly ESF funded key workers as team to support adolescents in crisis, linked with early help service and front door/MASH.</p> <p>The First Options Team have been:</p> <ul style="list-style-type: none"> - Provided with a Departmental induction - Trained through the SELTP In restorative approaches - Trained in trauma informed practice <p>The numbers of young people who have been prevented from becoming LAC in 2017 is 54; the number of delayed/planned admission to care through the work of the team is 1; the number of young people successfully rehabilitated home from care 1; this amounts to cost avoidance of c£600k (based on half the costs of 54 young people not entering care and 1 rehabilitation home, unit costs are based on in house foster care rates.)</p>	<p><u>Planned</u></p> <p>Keep the effectiveness of the team under review and improve links with other relevant early help services (Youth First and YOS) to maximise support for young people and impact on outcomes</p>
<p>Investment in service improvement to date £300k per annum</p>	<p>Additional investment required Ongoing commitment to fund staff</p>

Savings achieved to date: Cost avoidance of c£600k	Further savings planned Cost avoidance of at least £500k per year
How will we know it's working? <ul style="list-style-type: none"> - Number of children where the young person remains with their family post intervention - Number of delayed/planned admissions to care 	
Risks None	

8.7. Better procurement to get best possible VFM from suppliers (placements, agency staff, contracts)

Objective/rationale	Improved procurement and contract management across children's social care will improve value for money in a volatile and fragmented market place
ACTIONS	
<u>Undertaken</u> A contract officer is now in place to ensure monitoring of individual placement agreements, recharges and discounts are applied. We have maintained a private provider framework agreement with Independent Fostering Agencies, to achieve cost volume and placement discounts, avoiding cost increases for the last 8 years. A South London consortium Innovation Dfe bid in was successful and is currently being developed to better commission and procure savings on residential care.	<u>Planned</u> Ongoing participation in South London Consortium and any other partnership arrangements which deliver savings
Investment in service improvement to date £40k	Additional investment required £0k
Savings achieved to date: £160k	Further savings required £0k

<p>Key performance outcomes</p> <ul style="list-style-type: none"> - Reduced unit costs for placement costs - Individual placement agreements in place
<p>Risks</p> <p>The market for residential care is subject to high demand and increasing unit costs in line with opportunities for private providers profit margins.</p> <p>Ofsted inspection standards for residential care make providers less willing to accept children with more complex needs; for those that will this often involves additional resource allocation, for example 2:1 staffing arrangements.</p> <p>With smaller numbers making a big impact on budget it is challenging to predict demand and need in high cost placements.</p>

8.8. Effective joint working with Housing Needs to reduce costs of intentional homelessness and improve housing options for care leavers

Objective/rationale	To minimise the cost of intentional homeless needs and to ensure that the most cost effective housing is provided for care leavers
ACTIONS	
<p><u>Undertaken</u></p> <p>The cost of care leavers accommodation has been reduced by commissioning of approved provider supported housing units.</p> <p>Systems are in place to ensure all housing benefits are claimed for all care leavers in semi-independent accommodation.</p> <p>Additional Shared Housing Units have been jointly procured with housing for young people outside of Lewisham.</p>	<p><u>Planned</u></p> <p>A new contract is being developed for semi-independence providers to ensure quality and improved vfm.</p> <p>Additional 10 housing units from preferred providers are being commissioned for young people under 18 to avoid spot purchase.</p> <p>A protocol and panel arrangement is being developed jointly with Housing partners to risk assess and promote joint earlier intervention for families at risk of homelessness.</p>

<p>A joint Housing/CSC Strategy group is in place and meets regularly.</p> <p>Housing partners sit on the weekly Care Scrutiny panel and are soon to join MASH.</p> <p>Arrangements for response to young people presenting as homeless has been strengthened and joint training with CSC and Housing undertaken</p> <p>Any external housing funded by CSC due to intentional homelessness is now procured through Housing to ensure vfm.</p>	
Investment in service improvement to date £0k	Additional investment required £0k
Savings achieved to date: £1,600k	Further savings planned £500k
Key performance outcomes	

8.9 The overall summary of savings planned are as follows

Ref	Strategy	Reductions in expenditure £000	Future savings £000 (over the next 4 years)
9.1	Recruiting additional foster carers		1,500
9.2	Reduce residential places	190	500
9.3	Reducing agency staff		400
9.4	More effective front door		
9.5	Intervention at edge of care		
9.6	Better procurement		
9.7	Reduce intentional homelessness and improve care leavers	1,600	500
T O T A L		1,790	2,900

* These savings have reduced the expenditure to help bring the overspend down. They have not released budget savings.

8.9. Demand management for children with SEND is being delivered through the Partnership's SEND strategy. This aims to ensure that children and young people's needs are initially met through good quality universal, mainstream provision. The strategy outlines the support that is available to schools and

settings to deliver Quality First Teaching, and the support available to all services to support early identification of need. This aims to ensure the right support is available to children and young people with needs below EHCP level.

- 8.10 The SEND panel is the multi-agency forum for agreeing whether or not to undertake an EHCP assessment, and then whether or not to issue and EHCP after assessment. This is a robust forum and is crucial to ensuring a consistent approach.
- 8.11 The biggest pressure however is in the capacity needed across the system to carry out assessments within the statutory period. This capacity is currently being met through an overspend as described.
- 8.12 Once a plan is issued, the resources needed to support a child or young person are clearly outlined in the plan and must be reviewed annually. Clear, transparent guidance, including the level of resource available, has been issued to schools through our banding review, which sets out what schools are expected to provide and what any 'top-up' funding is for. This is to ensure that as many children as possible can have their needs met in Lewisham schools and not out of borough independent schools, and that the right provision is identified to meet need. Our school place planning strategy is aimed at increasing the number of places for SEND in borough.
- 8.13 Further work is underway to re-design short breaks provision in order to meet demand within the resource available, however this is likely to result in proposals that will need to reduce eligibility or provision in some way.
- 8.14 Work continues on the travel assistance offer to increase the alternatives offered to families and to reduce the dependency on taxi or bus provision. This is likely to result in a small reduction from the current numbers of children receiving transport, but the biggest reduction has already been made. The cost of taxi provision is set to continue to reduce as previously described, and work is underway corporately to reduce the cost of in-house passenger transport.

9. Conclusion

- 9.1 This report highlights that controlling and reducing the overspend in Children and Young People is vital for the council finances. All the initiatives which are being undertaken and are described in this report involve a degree of systems change. The problems faced by Lewisham are common across London and beyond. London Councils are working with the LGA on lobbying strategies to highlight the scale of the problem.

10. Financial implications

- 10.1 There are no specific financial implications to this report although it concerns the council's finances.

11. Legal implications

11.1 The legal basis for the provision of CSC services is set out in the report.

12. Crime and disorder implications

12.1 Children's Social Care works very closely with Youth Offending as they work with many of the same young people and their families. The police are key partners is the MASH and LSCB and Children and Young People Directorate is a key part of the Safer Lewisham Partnership.

13. Equalities implications

13.1 CSC is designed to promote equality of opportunity by giving children a better start in life than they would without the service's intervention. The service inevitably deals predominantly with those who are disadvantaged economically, in terms of disability, health and other protected characteristics.

If there are any queries on this report please contact Sara Williams, Executive Director for CYP sara.williams@lewisham.gov.uk , Stephen Kitchman, Director for Children's Social Care Stephen.kitchman@lewisham.gov.uk and Dave Richards Group Finance Manager dave.richards@lewisham.gov.uk

Children & Young People Select Committee		
Report Title	Update on Realignment of Meliot Road Centre	
Key Decision	No	Item No. 7
Ward	All	
Contributors	Director of Children's Social Care	
Class	Part 1	Date 1 st November 2017

1. Summary and Summary of the Report

- 1.1 Following the budget report to Select Committee on 11th January 2017 and subsequent Mayor & Cabinet Meeting on 8th February 2017, proposals were approved for the Meliot Centre to cease operation as an assessment centre and re-align as a contact and intervention centre (with a lesser function of providing interventions and parenting assessments.)
- 1.2 This report provides an update as requested by Select Committee on progress made on the realignment of the Meliot Centre following the above decision.

2. Recommendations

- 2.1 That Select Committee note the progress made and subsequent actions being taken to further develop the Meliot Centre contact service and associated delivery of savings.

3 Policy Context

- 3.1 The proposals within this report are consistent with 'Shaping Our Future: Lewisham's Sustainable Community Strategy' and the Council's corporate priorities. In particular, they relate to the Council's priorities regarding young people's achievement and involvement, including inspiring and supporting young people to achieve their potential, the protection of children and young people and ensuring efficiency, effectiveness and equity in the delivery of excellent services to meet the needs of the community.
- 3.2 It supports the delivery of Lewisham's Children & Young People's Plan (CYPP), which sets out the Council's vision for improving outcomes for all children and young people, and in so doing ensuring children stay safe by
 - a) identifying and protecting children and young people at risk of harm and ensuring they feel safe, especially from:
 - Domestic violence and abuse
 - Child sexual exploitation
 - Serious youth violence
 - Child abuse and neglect
 - Deliberate and accidental injury

- b) Reducing anti-social behaviour and youth offending.
- c) Ensuring that our Looked After Children are safe

3.3 The National Family Justice Review 2011 recommended that criteria for using expert evidence in family proceedings should be strengthened to avoid the lengthy delays which commissioning unnecessary or superfluous reports can create. Provisions in the Children and Families Act 2014 and changes to the Family Procedure Rules 2010 mean that expert evidence can now only be ordered where the judge deems it to be necessary to resolve the case justifiably and where the information sought cannot be obtained from one of the parties. This has significantly reduced the requirement for expert witnesses and Independent Social Worker use by the Court.

4 Background

4.1 The rationale for the proposed re-alignment of the Meliot Centre was to meet the corporate objective to deliver efficient, effective and equitable services whilst achieving value for money and addressing the Council's savings requirements given the impact of the Government's austerity measures.

4.2 The aim is to maximise the skills, development and learning for front line practitioners by delivering a service in line with arrangements with most other local authorities. At the same time the realignment sought to develop a new 'centre for excellence' model for our in-house contact service.

4.3 Previously the work of the Meliot team focussed solely on child protection assessments, court directed parenting assessments, transition and rehabilitation work, assertive outreach support and group work. It was agreed that the Meliot Centre ceased operation as primarily an expert parenting assessment centre and became the 'Meliot Contact and Assessment Centre,' re-aligning as principally a contact and intervention centre retaining a lesser function of providing parenting assessments. It was anticipated that this would serve the purpose of:

- Improving the quality of contact provided by moving this from external spot purchased suppliers to in house quality assured provision.
- Promote the skill development of the Family Social Work service in undertaking parenting assessments.
- Retain some specialist capacity to avoid the use of external independent court ordered assessment and provide a lead development role on guidance and best practice in this area.

5. Contact service

5.1 The Children Act 1989 stipulates that every Local Authority has a duty to promote contact for Looked After Children and, where required, to provide safe contact for Children in Need.

5.2 The Meliot building is a one story, detached structure situated within a housing estate in New Cross. The Centre is served well by public transport. The staff team moved to the premises in April 2015. The building operates Monday to Friday 8am – 6pm with staff working a shift system to maintain these hours. The building is open occasionally at weekends for contact by prior arrangements. The health and safety and security of the building is maintained by the manager at Meliot.

5.3 The building comprises of 3 family rooms, an art room and 2 small meeting rooms. There is a room with a one way mirror and taping facilities. There is a room for staff training, meetings, parent groups and workshops. An upstairs office accommodates the majority of the staff team, whilst the small downstairs office supports and monitors reception and greets service users and contract workers.

5.4 Since approval of the realignment of the service we have undertaken small building works to improve the accessibility of the service via a ramp to the front entrance. In line with user feedback and plans to maximize the use of the Centre, work on garden security was scheduled albeit this has been delayed due to requirements for planning permission; this is moving forward and will be well in place for the spring and summer months when higher usage would be anticipated.

6. **Realignment of Meliot Centre**

6.1 Following approval for the realignment formal staff consultation was initiated on 1st April 2017. Feedback was received and comments and amendment was made to job descriptions in line with this. The formal new service and staffing arrangements went live on 12th June 2017, albeit some of the previous assessment work still needed conclusion and so ran simultaneous to the introduction of new service delivery arrangements to ensure continuity for service users. The realignment resulted in 1 redundancy and all other existing staff transferred to new roles within the Centre, vacant posts were deleted. It is positive that a skilled staff group who have been trained and developed by Lewisham have been retained within the service. Currently all social work and contact officer posts are permanently filled by suitably qualified and experienced practitioners.

6.2 Once the revised Meliot Centre arrangements were in place supervised contact began to move over to in-house provision. To minimise any service user disruption, the first priority was to move newly court ordered contact arrangements, followed by highest cost contacts due to family size and frequency. Transition of contact work from private providers to the Meliot Centre has involved a range of complex negotiations regarding room bookings and timings, foster carer locations and travel time, complexity and intensity of contact and risk management of this.

6.3 As of September 2017 163 episodes of contact per month took place at Meliot totalling approximately 300 hours. Supervision and support are provided to children and their families in contact and detailed reports are provided on the progress, outcomes and quality of the contact sessions. Service user feedback is undertaken on an ongoing basis, for September 75% of service users rated the overall contact arrangements at Meliot as excellent, similarly 70% of parents rated the support within the contact session as excellent.

6.4 Parenting assessments within Meliot have continued albeit on a reduced basis with 28 assessments being undertaken since 1st April 2017; this compares to 68 for the previous calendar year. Social workers within the Family Social Work (FSW) service are now undertaking parenting assessments either on their own caseloads or via joint work with other FSW teams. We have commissioned specialist training for assessment of parents with learning difficulties (PAMS assessment) to further enhance the skills and flexibility of social work response for this need group.

6.5 It was proposed within the new arrangements to retain the two specialist group work programmes delivered by Meliot post realignment and as such these have continued.

The Focussed Attachment to Babies (FAB) group has been delivered since April with 6 parents in attendance for the 6 week programme and the Caring and Safe Practical Parenting (CASPP) group has supported 9 parents within the 6 week programme continuously.

- 6.6 Tracking systems are now in place for all contact arrangements that are provided or spot purchased by the Department. Of those provided outside of Meliot: 16 are transitioning to Meliot (these are contacts with bespoke needs); 44 are long term low frequency contacts provided for Looked After Children and their Families and 12 are currently receiving Saturday contact. Planning is in place to transition these contacts into the Meliot Centre and any additional financial implications are being assessed.

7 Financial implications

- 7.1 The original saving for the realignment of Meliot Road was £734k, this was later reduced to £600k.
- 7.2 The delay in the realignment of the Centre earlier in the year means that the full saving cannot be made this year. The financial forecasts allow for a shortfall in the saving of £323k, leaving a saving of £277k to be made this year.
- 7.3 The realignment of the Melliot Centre proposed a saving of 2 posts realizing a saving of £96k that has been achieved. The move to be used as a contact centre to date has led to a saving of £157k based on the current contact numbers and average costs based on 2016/17 spend. The total saving anticipated this year stands at £253k based on current contact activity. As noted with the continued transition of contact arrangements from private providers to in house this will further increase the associated saving.

8 Legal implications

- 8.1 There are no particular legal implications arising.
- 8.2 The conduct and timetabling of Public Law applications in relation to children is now governed by the Children and Families Act 2014, and the practise directions issued from time to time in relation to this. The duties to promote contact to Looked After Children and to provide support services to families arise from the provisions of the Children Act 1989 and the Children Act 2004.

9 Crime and disorder implications

- 9.1.1 There are no crime and disorder implications arising from this report.

10 Equalities implications

- 10.1 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 10.2 In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - advance equality of opportunity between people who share a protected

- characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

11 Environmental implications

11.1 There are no environmental implications arising from this report.

12 Background documents and originator

If there are any queries on this report please contact Stephen Kitchman on 020 8314 8140.

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Children and Young People Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	8
Class	Part 1 (Open)	1 November 2017	

1. Purpose

To advise Committee members of the work programme for the 2017/18 municipal year, and to decide on the agenda items for the next meeting.

2. Summary

- 2.1 At the beginning of the new administration, each select committee drew up a draft work programme. The Overview and Scrutiny Business Panel agreed a co-ordinated work programme. The work programme for each individual committee can be reviewed at each Select Committee meeting so that Members are able to include urgent, high priority items and remove items that are no longer a priority.

3. Recommendations

3.1 The Committee is asked to:

- note the work plan attached at **Appendix B** and discuss any issues arising from the programme;
- specify the information and analysis required in the report for each item on the agenda for the next meeting, based on desired outcomes, so that officers are clear on what they need to provide;
- review all forthcoming key decisions, attached at **Appendix C**, and consider any items for further scrutiny.

4. The work programme

4.1 The work programme for 2017/18 was agreed at the Committee's meeting on 19 April 2017.

4.2 The Committee is asked to consider if any urgent issues have arisen that require scrutiny and if any existing items are no longer a priority and can be removed from the work programme. Before adding additional items, each item should be considered against agreed criteria.

4.3 The flow chart attached at **Appendix A** may help Members decide if proposed additional items should be added to the work programme. The Committee's work programme needs to be achievable in terms of the amount of meeting time available. If the committee agrees to add additional item(s) because they are urgent and high priority, Members will need to consider which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s).

5. The next meeting

5.1 The following reports are scheduled for the meeting on 11 December 2017:

Agenda item	Review type	Link to Corporate Priority	Priority
The Mayor (details TBC)	Information Item	Young people's achievement and involvement; protection of children	CP2&7
Recruitment and Retention of School Staff	In-depth Review	Young people's achievement and involvement; protection of children	CP2&7
SEND: update on transport and short breaks, and response to Ombudsman's findings	Performance monitoring	Young people's achievement and involvement; protection of children	CP2&7
Mental health and wellbeing in schools – external speaker Ammar Al-Ghabban	Information item	Young people's achievement and involvement; protection of children	CP2&7

5.2 The Committee is asked to specify the information and analysis it would like to see in the reports for these item, based on the outcomes the committee would like to achieve, so that officers are clear on what they need to provide for the next meeting.

6. Financial Implications

There are no financial implications arising from this report.

7. Legal Implications

In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

8. Equalities Implications

8.1 The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8.2 The Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

8.3 There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

9. Date of next meeting

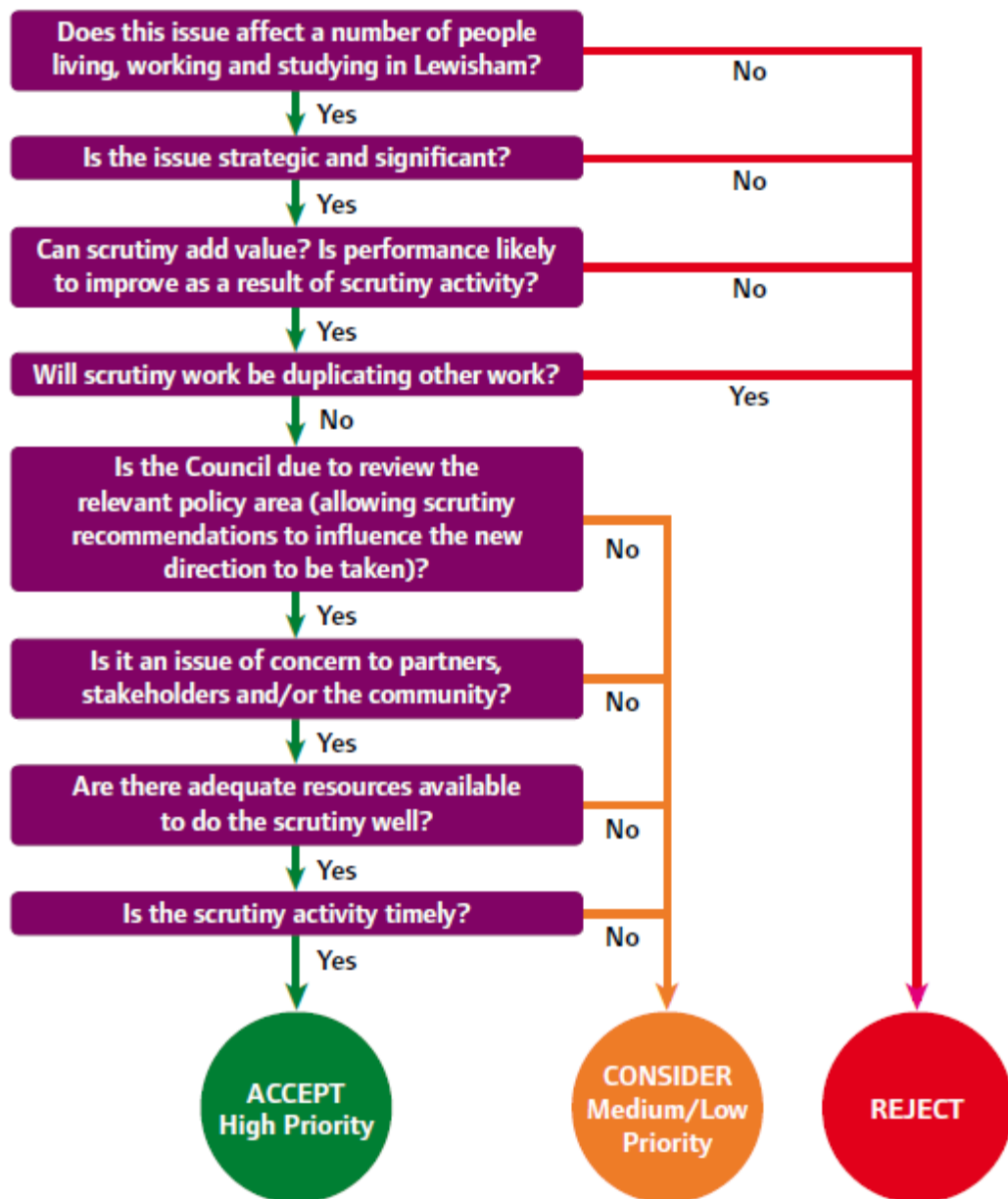
9.1 The date of the next meeting is Tuesday 30 January 2018.

Background Documents

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

Scrutiny work programme – prioritisation process



Work Item	Type of review	Priority	Strategic Priority	Delivery deadline	19-Apr	28-Jun	13-Jul	13-Sep	01-Nov	11-Dec	30-Jan	14-Mar
Lewisham Future Programme	Standard item	High	CP2 & CP7	Ongoing					Savings and overspend			
Election of the Chair and Vice-Chair	Constitutional requirement	High	CP10	Apr								
Select Committee work programme 2017/18	Constitutional requirement	High	CP10	Apr								
Annual school Standards Report 2015/16 (primary and Secondary), including update on Secondary Challenge	Standard item/performance monitoring	High	CP3	Apr								
School budgets	Performance monitoring	High	CP2	jun		joint with PAC						
Annual Report on Attendance and Exclusions	Performance monitoring	High	CP2&CP7	jun								
SEND provision, including ASD, transport, short breaks	Information Item	high	CP2&CP7	jun								
Update on Ofsted Improvement Plan	Performance monitoring	High	CP2&CP7	ongoing			final report					
Human Trafficking (external speaker)	Information Item	high	CP7	jul								
Lewisham Learning - legal status	Standard Item	high	CP2	sep								
Autumn term school performance	Performance monitoring	High	CP2	Sep								
Lewisham Music Service - implementation of new Trust arrangements	Performance monitoring	Medium	CP2	sep								
Indepth review - Recruitment and Retention of School Staff	Indepth review	High	CP2	Sep	scoping	first evidence		second evidence	draft final report			
6-month Update: Transition from Primary to Secondary School in-depth review	Indepth review	High	CP2&7	Ongoing								
Lewisham Safeguarding Children's Board Annual Report	Standard item	High	CP7	Nov								
Update on Q11 Savings proposal - Melliot Road	Performance monitoring	High	CP7	nov								
The Mayor - details TBC	Information Item			Dec								
SEND: update on transport and short breaks, and response to Ombudsman's findings	Performance monitoring	High	CP2&CP7	Dec								
Mental health and wellbeing in schools - guest speaker Ammar Al-Ghabban	Information Item	High	CP2&7	December								
Safeguarding Services 6-monthly Report	Standard item	High	CP2&CP7	ongoing								
Child Sexual Exploitation Update	Standard Item	High	CP2&CP7	ongoing								
Children's Social Care Roadmap	Performance monitoring	High	CP7	ongoing								
SACRE proposals for the RE Syllabus	Information Item	Medium	CP2	Jan								
Corporate Parenting and LAC Annual Report	Standard item/performance monitoring	High	CP2&CP7	Mar								
Annual Schools Standards Report 2016/17 (primary and secondary), including update on Secondary Challenge	Standard item/performance monitoring	High	CP2	Mar								
Changes to school funding formula	Information Item	High	CP2	TBC								

	Item completed
	Item on-going
	Item outstanding
	Proposed timeframe
	Item added

Meetings			
1)	19-Apr	5)	01-Nov
2)	28-Jun	6)	11-Dec
3)	13-Jul	7)	30-Jan
4)	13-Sep	8)	14-Mar

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FORWARD PLAN OF KEY DECISIONS

Forward Plan November 2017 - February 2018

This Forward Plan sets out the key decisions the Council expects to take during the next four months.

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

A “key decision”* means an executive decision which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards.

September 2017	Business Rates - London pooling	25/10/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
August 2017	Discretionary Business Rates Scheme 2017/2018 Revaluation Support	25/10/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Cabinet Member Resources		
August 2017	Lewisham Homes Business Plan	25/10/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
August 2017	Introduction of a new Public Space Protection Order	25/10/17 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
September 2017	Addition to Lewisham's Local List - No.7&8 Bell Green Gasholders	25/10/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
September 2017	Extension of Existing contract plus contract variation for the delivery of day services at the Calabash Centre	25/10/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
September 2017	Single Tender Action for Warm Homes Fund	07/11/17 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Rachel Onikosi, Cabinet Member Public Realm		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
March 2017	Achilles Street Regeneration Proposals	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
May 2017	Transfer of the Applications Support Function to the LB Brent Shared Service	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
June 2017	Joint Strategic Depot Review	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
September 2017	Adoption of Lewisham Cycling Strategy	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
June 2017	New Precision Manufactured Homes: Edward Street	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
September 2017	Precision Manufactured Homes	15/11/17	Kevin Sheehan,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	and GLA Innovation Fund Update	Mayor and Cabinet	Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
	Update on Fire Safety in Lewisham	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
August 2017	Fostering Strategy	15/11/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
June 2017	Gypsy and Traveller Local Plan Update	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
June 2017	Ladywell Playtower: selecting a restoration partner	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
	Lewisham Poverty Commission	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Councillor Joe Dromey, Cabinet Member Policy & Performance		
	New Homes Programme Update Parts 1&2	15/11/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
September 2017	Consultation on removal of subsidies for Day Care meals	15/11/17 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
August 2017	Response to Consultation regarding changes to Targeted Short Breaks Provision	15/11/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Cutting Energy Costs through new local energy supply models	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Rachel Onikosi, Cabinet Member Public Realm		
	Wide Horizons refinancing	15/11/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Disposal of the former Saville Centre	15/11/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
September 2017	Main Grants Programme	15/11/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
September 2017	Contract Award and Approval to Proceed with 1 FE expansion at Ashmead School	15/11/17 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	School Kitchen Facilities Maintenance	15/11/17 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
September 2017	Business Rates - London	22/11/17	Janet Senior, Executive		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Pooling	Council	Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
September 2017	Financial Regulations and Directorate Schemes of Delegation	22/11/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Report of the Barriers to Participation Working Party	22/11/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Suzannah Clarke, Chair Planning Committee C		
September 2017	LGO finding against the Council	22/11/17 Council	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Lewisham Poverty Commission	22/11/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joe Dromey, Cabinet Member Policy & Performance		
	Appointment Process for a	22/11/17	Adam Bowles, Head of		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Chief Executive	Council	OD & HR and Councillor Alan Hall, Chair of Overview & Scrutiny Committee		
	Northgate Contract Extension	28/11/17 Overview and Scrutiny Business Panel	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
September 2017	Review of Implementation of the Armed Forces Community Covenant	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Damien Egan, Cabinet Member for Housing		
September 2017	Financial Monitoring 2017/18	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Lewisham Future Programme 2018/19 Revenue Budget Savings	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
September 2017	School Deficits	06/12/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Councillor Paul Maslin, Cabinet Member for Children and Young People		
September 2017	Brownfield Land Register	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
September 2017	Planning Service Annual Monitoring Report 2016-17	06/12/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
September 2017	Contract Awards for Support Services for Young People with Housing and Support Needs	06/12/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
September 2017	Contract Extension for Shared Care Adult Substance Misuse Services	06/12/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Janet Daby, Cabinet Member Community Safety		
September 2017	Contract Extension Provision of Homecare Services (Lead Provider)	06/12/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Cabinet Member for Health, Wellbeing and Older People		
August 2017	School Improvement Partnership	10/01/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
September 2017	Council Tax Base	10/01/18 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
	Schools Minor Works Programme	10/01/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
April 2017	Proposed revision to the contract structure of the Downham Health & Leisure Centre PFI	10/01/18 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
September 2017	Council Tax Base	17/01/18 Council	Janet Senior, Executive Director for Resources &		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
June 2017	Deptford Lounge & Tidemill Academy Facilities Management and Centre Management Contract Award	07/02/18 Mayor and Cabinet (Contracts)	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Update on Fire Safety in Lewisham	28/02/18 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member for Housing		
September 2017	Agreed Syllabus Review and Syllabus Launch	21/03/18 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		

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