

Children and Young People Select Committee Agenda

Thursday, 11 July 2019

7.00 pm, Committee Room 1 - Civic Suite

Civic Suite

Catford Road

London SE6 4RU

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

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

Part 1

Item	Pages
1. Minutes of the meeting held on 12 June 2019	3 - 12
2. Declarations of interest	13 - 16
3. Responses to Referrals to Mayor and Cabinet None due.	
4. Young Mayor and Advisers The Young Mayor and Advisers have been invited to address the committee on a topic of their choice.	17 - 28
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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 Thursday, 11 July 2019.

Janet Senior, Acting Chief Executive
Tuesday, 2 July 2019

Councillor Luke Sorba (Chair)	
Councillor Caroline Kalu (Vice-Chair)	
Councillor Colin Elliott	
Councillor Octavia Holland	
Councillor Coral Howard	
Councillor Liz Johnston-Franklin	
Councillor Paul Maslin	
Councillor Hilary Moore	
Councillor Jacq Paschoud	
Councillor John Paschoud	
Lilian Brooks	Parent Governor Representative - Primary Schools
Kevin Mantle	Parent Governor Representative - Special Schools
Kate Ward	Parent Governor Representative - Secondary Schools
Gail Exon	Church Representative
Monsignor N Rothern	Church Representative

MINUTES OF THE CHILDREN AND YOUNG PEOPLE SELECT COMMITTEE

Wednesday, 12 June 2019 at 7.00 pm

PRESENT: Councillors Luke Sorba (Chair), Caroline Kalu (Vice-Chair), Colin Elliott, Octavia Holland, Coral Howard, Liz Johnston-Franklin, Hilary Moore, Jacq Paschoud, John Paschoud, Lilian Brooks (Parent Governor Representative - Primary Schools), Kevin Mantle (Parent Governor Representative - Special Schools), Kate Ward (Parent Governor Representative - Secondary Schools), Gail Exon (Church Representative) and Monsignor N Rotheron (Church Representative)

APOLOGIES: None

ALSO PRESENT: Sara Williams (Executive Director, Children and Young People) (London Borough of Lewisham), Emma Aye-Kumi (Scrutiny Manager), Catherine Bunten (Commissioning Manager), Ruth Griffiths (Service Manager for Access Inclusion and Participation) and Angela Scattergood (Director of Education Services, Education Standards and Inclusion) (Director of Education Service, Education Standards and Inclusion)

1. Minutes of the meeting held on 30 April 2019

The Chair opened the meeting and changed the order of business to consider Item 5 – Select Committee Work Programme after Item 8 – Early Help Service Design Proposals.

The Chair invited the committee to consider the minutes of the last meeting held on 30 April 2019.

There were a number of matters arising as follows:

1. Members sought clarity from officers as to whether clear baselines and targets would be set for increase take up of 2, 3 and 4 year old places, including 30 hours funding (cf paragraph 8.2.4 of the minutes). Officers confirmed that outcomes were framed in a general way without numerical targets, and more detail was set out in the performance framework and reported to the Mayor and Cabinet. The Executive Director for Children and Young People agreed to provide a written response to the committee providing a more detail on this point.
2. There had been discussion at the last meeting of groups of pupils at some schools that had 'bucked the trend' and done better than expected. Members requested that this be looked at forensically to see what good practice could be shared between schools. More information would be provided in the Annual School Standards Report 2018/19 which would be considered in March 2020. Members felt this was too long to wait. Instead this information should be provided in September when the Education Strategy and Annual Report on Attendance and Exclusions would be

presented, and the new Director of Lewisham Learning would be in attendance. Members were asked to bear in mind that the new Director of Lewisham Learning would be very new in post in September.

It was AGREED that

1. the minutes be agreed as a true and accurate record of the proceedings
2. the Executive Director for Children and Young People provide a written response to the Committee detailing what baselines and targets had been set and, where detailed targets were not set, how outcomes would be properly measured.
3. The reports pertaining to education matters currently scheduled for consideration in September include details schools that had bucked the trend and seen historically underperforming groups of pupils perform better than the same groups in other schools, and what steps had been taken to achieve this improvement.

2. Declarations of interest

Councillor Liz Johnston-Franklin declared an interest in respect of Items 6 and 8 (Early Help). Cllr Johnston-Franklin is a non-executive Director representing the Council on the Youth First board.

3. Responses to Referrals to Mayor and Cabinet

None.

4. In-depth review - exclusions from school - final report

The Chair tabled a draft set of recommendations for consideration. These had been circulated by email ahead of the meeting and incorporated comments made at the previous meeting as well as those made by email. He explained that he had not ranked them in priority order for two reasons. Firstly he did not feel able to do so without hearing from the committee, and secondly, he felt being given a low priority would mean the recommendation was less likely to be implemented.

The following was noted in discussion:

1. Members supported the addition of a recommendation to incorporate Black culture and achievements into the curriculum.
2. One Member requested a timetable to accompany recommendations 2 and 6.
3. Referring to the main report, one Member requested a breakdown of exclusions from special schools by school, in order to be sure that children were not being excluded due to behaviour reasons if that behaviour was a result of their additional needs eg SEMH.
4. It was noted that until 2015/16, New Woodlands had been used as a primary phase PRU as well as a special school, and this, together with an administrative error in the recording of fixed term exclusions, contributed to the previously high levels of exclusion. New Woodlands is no longer used as a PRU and fixed term exclusions are thought to be due to safeguarding reasons. Officers would provide more information, including a breakdown of fixed term exclusions by special school.

5. Figures were not available on the number of pupils with EHCP plans in mainstream schools being excluded for a fixed term. This level of detail was not collected as national reporting obligations did not extend this far.
6. The number of permanent exclusions for assaults on adults in Lewisham schools had risen from 2 in 2016/17 to 5 in 2017/18. One Member asked that the report reflect that this is a national trend, and not unique to Lewisham.
7. Draft recommendation 10 should be strengthened so that effective interventions are promoted to schools, rather than signposted. There was discussion about whether or to promote specific providers by name. Members felt that the recommendation could name the two groups that had contributed to the review but should only go as far as to recommend commissioning interventions from groups "such as...".
8. Recommendation 8 should be reworded to reflect the committee's wish for the PRU to be re-sited.
9. Members were happy for the Scrutiny Manager and Chair to amend the report and recommendations to reflect the comments made at the meeting, and to make a referral to Mayor and Cabinet to consider the review and recommendations. A response to the referral was scheduled into the work programme for consideration at 16 October meeting.

It was RESOLVED that

1. the report and recommendations be agreed subject to the requested changes being made
2. Officers to provide a breakdown of fixed term exclusions by special school

5. Select Committee work programme

The Chair introduced the item.

It was noted that:

1. An information item on unregulated education settings would be available in December.
2. There was little appetite from the committee to visit a Children and Family Centre or Youth First as part of the Early Help review
3. In respect of what the report on the Early Help review in July would cover, members were keen to understand
 - the population needs assessment
 - relative poverty in different parts of the borough
 - the prioritisation process

It was RESOLVED

1. that the work programme be noted
2. that the Early Help review report in July cover
 - the population needs assessment
 - relative poverty in different parts of the borough
 - the prioritisation process.

6. Lewisham's Early Help Approach: Update and Priorities in 2019/20

Catherine Bunten, Service Manager – CYP Joint Commissioning, introduced the report.

She invited questions from the Committee and the following was noted:

1. 'step up' means escalating needs beyond universal services, for example targeted family support or statutory intervention such as Children's Social Care. 'Step down' is the reverse.
2. Child and adolescent mental health is included in the population needs assessment. It has to be as it is interlinked with other aspects. Obesity was given as an example.
3. The approach to prioritisation had yet to be finalised. Some priorities are defined in the CYP plan, for example Domestic Violence. Other areas are discretionary, and prioritisation may be best done on the basis of geographic need.
4. Some members wanted to look at ranking priorities at the next meeting on 11 July.
5. Referring to the report paragraph 7.1. This should be amended to read "Achieving our ambitions for Early Help in Lewisham is a longer term approach, and requires a continual commitment to learning and change. There are, however, several actions *we plan to* take in 2019/20 to immediately deliver improvements in our offer, and have a positive impact for our children and young people. These are:..."
6. Referring to the report paragraph 7.1 bullet 4, it was clarified that a Youth Engagement Guarantee would mean making sure that young people are included in designing services.
7. Some members were disappointed that an Equalities Impact Assessment had not been appended to the report.
8. Members stressed that access to information about the offer, all the way from universal services to targeted and statutory support is key. Services are only effective if they are used, so signposting the community to available services, and ensuring that other services, such as GPs, Councillors, schools, etc is crucial if they are to access it.
9. The Family Information Service website is up to date and a leaflet explaining what is on offer has been produced.
10. While Members considered the estimated preventative savings at paragraph 6.30 in the report to be useful, it was noted that when considering budget cuts, this information is not usually provided. It was felt that this information would provide useful context when deciding whether to take budget cuts.
11. There was concern that high thresholds for targeted services may result in unmet needs. Examples were given of children starting school without being 'school-ready', despite having accessed universal services such as nursery, and of older children reaching crisis point because of late diagnoses of speech and language needs.
12. Officers stressed that the ambition was for a seamless offer, and committed to add "school readiness" to the training needs analysis mentioned in the report at paragraph 7.1 bullet 9.
13. One member felt that 13 priorities was too many, and suggested breaking them down into short/medium/long term.

It was RESOLVED that:

1. The report be noted
2. Prioritisation be considered at the next meeting
3. School readiness be included as a training need.

7. Exclusion of the press and public

There were no members of the press or public in attendance.

8. Early Help Service Design Proposals (Part 2)

Item 8 was considered in private in accordance with Section 100(A)(4) of the Local Government Act 1972.

It was RESOLVED that a referral be made to Mayor and Cabinet, the terms of which can be found under Item 9.

9. Referrals to Mayor and Cabinet

It was RESOLVED that a referral be made to Mayor and Cabinet to advise that this Committee feels that the objectives of the Early Help Review cannot be met should the decision be made to make the cut of £800,000 that was proposed in the budget report last year under cut proposal: "CYP 7: Early Help Redesign".

At the time of considering the budget in September 2018, the Committee felt it was unable to properly assess the impact of the cuts without information on what the redesigned service would look like. As a result, the decision whether to support the cuts was deferred to allow for the completion of the Early Help review.

Although the review has yet to be completed, the Committee now has sufficient understanding to lead it to the conclusion that the objectives of the Early Help Review will not be met should the decision be made to make the cut.

The meeting ended at 9:15pm.

Chair:

Date:

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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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	11 July 2019

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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YOUNG MAYORS TEAM and PARTNERS

Curriculum 4 Life

June 2019

Things that us, as young people, think are important for our future and do not know much about.. a curriculum for LIFE.. information on things, such as employment or housing, health, finance and politics.. that benefits our long term life.

15 year old work experience student

Why the Curriculum 4 Life?

- Young Mayor candidates statements and campaigns
- School council events at the civic suite – Teen summit, Create Con, Equaliteas, International Women’s Day
- Work experience students
- Children in Care council
- Consultation for the Young Mayor Budget
- People’s Day Consultation
- Drop down days in School

Young people
being who
they want to be

What young people
have
said they
want to learn

Presented by the Young Mayor to Mayor and Cabinet where it was agreed

Who has been involved so far

A culture of
critical
thinking

- **Early Help Review**
- **Public health whole systems approach to serious youth violence**
- **Education Business Partnership – work experience**
- **Youth Services**
- **Life Long Learning**
- **Schools**
- **Voluntary Sector**

What young
people need to
learn

What you need to be
a citizen; agency,
employment,
participation

Curriculum 4 Life is about changing:

Changing content

Changing delivery

Changing culture

Examples of changes to content

What young people have said they would like to learn

Health and Safety	Employment & Vocattion	Participation & Inclusion	Creativity & Enrichment	Tough Core Skills	Adult life skills
How can I stay well?	How can I get a job?	How can I get involved?	How can I express myself?	How can I do well?	How can I prepare for life after school?
First Aid	Writing CVs Letter writing/email writing Proper English	Working together	Creative writing	Communication - presenting yourself, speaking in public, debate mate	Skills to run a family
Safety	Enterprise and running a business	Local history and community knowledge	Acting	Raising confidence, how to like yourself	General life skills taught in a way young people can understand
Sustained mental health and wellbeing	Having a work placement and work experience	Environment and greenery	Seeing plays/ballets/musical theatre	Social skills, relationships, Learning to talk to different people	Housing
Hygiene & body care	Being able to relate school to work	Politics - votes at 16, joining a party, how/why	Creative classes, dance, music, design	Punctuality	immigration
NHS booking appointments sexual health and relationships	More advice, support and focus on careers	LGBT awareness	Art Graphic design	Encourage empathy and understanding	Money management/banking/ mortgages/taxes
Anti-bullying, including cyber bullying	Rights at work	Community cohesion	Working - going into creative industries	Learning how to cope in difficult situations	Financial advice

Examples of changes to delivery

How young people have said they would like to learn

- More group work
- Learning by experience
- More freedom in the classroom
- More discussion and debate can help with essay writing and evaluation
- Learning through technology; gamification
- Keep it interactive
- Things to help people identify how they work best
- Competitions and fun
- Inspirational people to learn from
- Practicals
- Field trips
- External speakers



Different ways
of learning

Lewisham Alumni Programme

- Young people aged 18- 30 years who have been to school/college in Lewisham
- Return to your old school (or another) and share your story
- PSHE lessons / drop down days
- Share your experience of working/the work place
- Share your experience of peer pressure and other issues which young people come across
- Mentoring
- Become a school governor

Education inspection framework 2019: inspecting the substance of education

In making a judgement about personal development

under the proposed new framework, inspectors will seek to evaluate the intent and quality of what a provider offers, but will not attempt to measure the impact of the provider's work on the lives of individual learners. This will bring greater attention and focus to what education providers do to educate learners in the broadest sense, including the development of character and preparing them for life in modern Britain.'

Leaders take on or construct a curriculum that is ambitious and designed to give all learners, particularly the most disadvantaged and those with special educational needs and/or disabilities (SEND) or high needs, **the knowledge and cultural capital they need to succeed in life**

Gatsby Benchmark

Outcomes

work together with young people to:

Have young people's voice informing the development of the curriculum – co creating

Support young people to become who they want to be and able to contribute and create the world they want to live in as critical and engaged citizens

Increase young people's cultural and social capital

Change in culture

Prepare young people for the work place

Develop a Lewisham curriculum addressing the needs of local young people

Contribute to the idea of lifelong education and different ways of learning

Create a strategy for people working with young people, in schools and out of schools
e.g. libraries, youth services around an informal education offer

Create a bespoke programme of activities for schools and others to buy into

Next Steps

How will it work?

Map, share and expand existing good practice, knowledge and experience

Continue to develop partnerships, culture an ethos across schools, directorates and voluntary sector

Develop an ongoing evaluation system with colleagues and young people

Teachers and students to attend conference on Wednesday 16th July share good practice start to co - create pilot projects

Launch Young Mayor budget small funding pot at conference on the 16th July 2019

Thank you any questions?

CHILDREN AND YOUNG PEOPLE SELECT COMMITTEE			
Report Title	Lewisham's Early Help Approach: Priorities and Timescales		
Key Decision	No	Item No.	5
Ward	All		
Contributors	CYP Joint Commissioning		
Class	Part 1	Date	11 July 2019

1 Purpose

- 1.1 The purpose of this report is to provide CYP select committee with the rationale behind priorities and decision making relating to services that support our Early Help approach, together with activity planned for 19/20 - including key milestones that inform our short and medium term activities.

2 Recommendations

- 2.1 It is recommended that CYP Select Committee note the content of the report.

3 Policy Context

National Policy Context

- 3.1 The Early Help review and our developing approach takes places in a context of national uncertainty, with the withdrawal of the UK's membership of the European Union still not finalised and changing dynamics in Parliament, a lack of confirmation on the continuation of the Government's Troubled Families programme, and the lasting impact of a decade of austerity, with future funding to local authorities – such as the public health grant- uncertain.

Local Policy Context

- 3.2 An effective Early Help approach supports the Council's Corporate Strategy 2018-2022, specifically the following priorities:
- Giving children and young people the best start in life
 - Delivering and defending: health, social care and support
 - Building Safer Communities
- 3.3 Early Help additionally supports the delivery of the following commitments in Lewisham Mayor's manifesto:
- Giving children and young people the best start in life: *Protect our Sure Start Centres, help every family access their entitlement to free childcare, and continue to provide high quality early years education so that parents and*

children can get the support they need; Work with parents and schools to reduce exclusions as they impact disproportionately on black pupils. We will review the strategies in place to narrow the achievement gaps that affect minority communities and poorer pupils; and Promote more high-quality mentoring by working with community and voluntary groups, and businesses to help our young people increase their resilience and open access up to employment opportunities.

- *Protecting our NHS and social care: Do our utmost to defend health and social care services that protect the most vulnerable communities in our borough; Promote healthy lifestyles by.....supporting 'The Daily Mile' initiative for all our school children and sign up more local businesses to reducing sugar in their meals; We need genuine parity of esteem for mental health services. Inspired by the Black Thrive model we will ensure that Black, Asian and minority ethnic groups gain appropriate access to mental health services and we will campaign for fair funding of mental health services for all; and Make our sexual health services easier to access, offering choice and quality throughout the borough. And we will work with schools and other providers to encourage accessible relationship advice and support for our young people.*
- *Building Safer Communities: Develop a public health approach to youth violence and knife crime that looks at tackling the root causes. We will ensure all agencies – social services, schools, police and our NHS work together while involving parents and local communities; Seek funding from The Mayor of London's £45 million 'Young Londoners Fund' to support youth services that turn children away from crime and provide early intervention; Further our work to combat sexual violence and domestic abuse; and Continue with efforts to combat child sexual exploitation and peer-on-peer abuse.*

3.4 Our Early Help approach is the delivery model by which we will deliver the vision as set out in our Children and Young People's Strategic Partnership (CYPSP) Children and Young People's Plan: *Together with families we will improve the lives and life chances of the children and young people in Lewisham.*

4 Needs Analysis

4.1 To deliver an effective Early Help offer, we need to be clear on what our population needs are. This is not a one-off exercise, but is an ongoing process that supports a flexible and responsive offer that is able to meet changing needs in the borough.

4.2 To build our understanding of need, four sources of information are being collated and analysed:

- Population Need – statistical analysis of data and indicators in the Lewisham population relevant to outcomes for children and young people.
- Population Views – what do our children, young people and families experience – working with families, communities, providers and the voluntary sector to understand what needs most often arise, how might these needs be met and what assets are available within the borough to help meet those needs.
- Evidence Base – a review of existing evidence (research findings, practice guidelines, professional expertise) on interventions to understand what works and deliver lasting impact for the needs identified
- Current provision – mapping of support currently available to Lewisham children and families to understand pathways and any gaps.

4.3 Work undertaken to date includes a review of publically available data, performance data from our services delivering support to young people and families, and events with our partners. This information has been used to draft an Early Help needs analysis.

5 Planned activity in 19/20

5.1 The development of Lewisham's Early Help approach is an incremental one: rather than following a time-limited linear process, our offer is being improved and developed with smaller shifts in activity, process or design across key programmes of activity.

5.2 From our review work to date, we know that there are key things we can do to make immediate improvements to the experience of children and families. Whilst we have ambitions for further improvements, and there are wider redesign options to be assessed, these don't prevent us from implementing some changes now. We also want to ensure we implement achievable changes – and so we seek to deliver improvements by making incremental changes rather than whole system redesign in short, challenging timescales which place higher risks on success.

5.3 There are several factors that can be taken into account when planning which activities are undertaken first, and in what order:

- *What we must do, and what we could 'not do'*: for example, understanding dependencies and false dependencies, meeting fixed timescales, delivering statutory duties
- *Resources available*: officer time, financial envelope (now and in the future)
- *Considering the size of the opportunity and/or risk*: which activities can deliver the most impact within the shortest time/least cost or what is the cost of delay

5.4 The activities outlined below are influenced by these factors, ensuring that we focus our available resources on those activities which we must do, and that have the greatest impact for children and families first (providing a more responsive offer of support, responding to recommendations from our Ofsted inspections in 2015 and 2018, ensuring service continuity post March 2020), whilst continuing to strengthen the infrastructure of Lewisham's Early Help offer. This means that we can implement immediate changes to our Early Help offer and test their effectiveness, and that medium term actions are informed by continual learning.

A clear understanding of need

5.5 There is further work to do to develop our Early Help Needs Analysis, to further understand where we can most effectively provide support across all outcomes areas – either to tackle the risk factors that impact on children's development and wellbeing in Lewisham, or to intervene to stop identified problems escalating.

5.6 We want to continue to collect and analyse our data, supplementing what we have with data and information from services, families and communities so that by the time our new Early Help Strategy is published in Autumn:

- We have coproduced a needs analysis where families, communities and partners have a shared understanding of the outcomes we want to achieve, the risks we need to target and the protective factors we need to strengthen to achieve these outcomes. Also, that there is a collective responsibility for achieving outcomes. This will mean a series of engagement events and work with providers.
- We have completed an Equalities Act Assessment for Early Help in Lewisham.

- We have indicators and benchmarks for the outcomes we want to improve on, demonstrating our theory of change and enabling us to track our progress and impact.
- We have identified gaps in our information and data and have plans to fill these gaps where appropriate in order that future, and longer term service design and delivery is informed by an improved understanding of need.
- What the projections of children and families needing support might be based on current provision, trends in referrals and needs, and projected population increases.
- We have been able to focus our review of the evidence base on those interventions that target needs, risks and protective factors specific to Lewisham.

5.7 It is important to do this alongside changes to services so that we continue to be responsive to new learning, changing needs in the borough, and any impact our early help offer is having. Whilst we know there are gaps in our data, it is important not to wait until these are more complete before making changes where the evidence is sufficient to indicate where improvements can be made. Equally, it is important that any changes that are made are proportionate and that we don't seek to make long term, larger changes where the evidence is weaker.

5.8 For example, we know from our needs analysis that we have a growing demand for 'family support' at a targeted level, but that not all of this demand would be best met by the existing evidenced based parenting programme (Triple P). Whilst we do not have enough readily available data at this stage on the breakdown of needs presented, or to know exactly what interventions and support would meet these needs, we do have enough to know that by working with our provider of targeted family support to provide a more flexible offer of support, more of these families will receive the level of support that they need. Once this flexibility is provided, we will also be able to measure the breakdown of needs and level of support required more effectively to make further changes to the delivery of support to children and families across the Children's Strategic Partnership.

Designing our offer and implementing the change

5.9 We will continue to develop our model for Early Help in Lewisham, informed by our needs analysis to date, the recommendations coming out of our Early Help Peer Review in June 2019 and benchmarking with best practice boroughs.

5.10 A number of current services that directly contribute to Early Help for children and families are contracted to external providers, ending in March 2020. In order to ensure service continuity, decisions must be made and actions taken in advance of this date. These services are, and options available to the Council in relation to those services include:

- Youth Services: bring in house or tender
- Children and Family Centres: bring in house or tender
- Targeted Family Support Services: bring in house or tender
- Health Visiting: extend or tender
- School Health Service: extend or tender
- Young People's Health and Wellbeing Service (ends May 2020): extend or tender

5.11 The assessment for recommending delivery options for each service line will be made following the Council's Options Appraisal Framework, which is summarised below.

- 5.11.1 *Assessment of the current service delivery model and objectives*: what are our statutory obligations; how does the service contribute to achieving Council priorities; and is there evidence that someone other than the current provider could deliver it better. This includes consideration of the cost effectiveness of the existing service delivery model and alternative funding possibilities, any alternative approaches to delivery (such as integration with similar service lines).
- 5.11.2 *Assessment of current service performance*: qualitative information regarding the strength, weakness, opportunities and threat to the service, the perception of key stakeholders, service user feedback and the culture fit; and quantitative information including performance measures and impact, costs and benchmarking
- 5.11.3 *Identification of available options*: as a minimum this includes the current model of delivery and insourcing, but could cover the service being outsourced, insourced, shared service or a wholly owned Council company. Options will be shortlisted as appropriate.

Criteria to evaluate shortlisted options is weighted as follows:

- Surety of delivery (delivery risk, and risk management) – 10%
- Barriers to entry into the marketplace - 10%
- Responsiveness and control – 10%
- Commercial potential – 10%
- Social Value – 10%
- Cost factors – 50%

- 5.12 Any potential delivery models, and any changes to service delivery must also include an Equalities Act Assessment, which will inform decision making.

5.13 Following the assessments and agreement of service delivery options, the timeline for service redesign and delivery is provided in the table below:

Timeline:	July 2019	Aug 2019	Sept 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2019	Feb 2019	Mar 2019
Decision Making	Service specifications developed to deliver improved provision and better impact measurements Full insourcing assessment completed for all services ITT documents developed in preparation for any procurement undertaken.		CYP Select Committee 17 th Sept Mayor and Cabinet 18 th Sept – Reports for individual service lines	Overview and Scrutiny Business Panel 1 st Oct		Mayor and Cabinet 11 th Dec Overview and Scrutiny Business Panel 17 th Dec			Current contracts end
For services where decision is for LBL delivery				Transition and mobilisation – manage TUPE arrangements for staff, transfer of caseloads and information, and recruitment as necessary.					
For services where decision is extension of contract				Transition and mobilisation – contract variations issued and agreed, new delivery models and processes implemented.					
For services where decision is to procure				Invitation to Tender published - must be published for 30 days minimum Evaluation of bids and recommendations report to M&C (dispatch 3 rd Dec)		Award of contract 31 st Dec	Transition and mobilisation – any new service provider will need time to manage the TUPE arrangements for staff, the transfer of caseloads and information, and recruitment necessary.		

- 5.14 Whether services are delivered in house, or by external providers, the development of service specifications will be completed over the summer to ensure that future delivery allows services to be more flexible and responsive to individual children, young people and family needs; that there is greater consistency in the experience of families receiving support from Lewisham; and that pathways to support and services are clearer and more seamless – including reviewing the information and training/development available to children, young people and their families, and to professionals to build resilience in the system and ensure access to the right level of support.
- 5.15 Further development of Lewisham’s Early Help model will be done in partnership with children, families and communities, and the services and providers who work with our children and families. We want to establish governance and operational mechanisms to ensure embedded and ongoing co-production, co-design and co-ownership, and work with communities to develop neighbourhood level implementation of our Early Help offer.
- 5.16 We will push ahead with the work to reconfigure relevant council teams to provide a strengthened ‘hub’ of intelligence and to better understand ‘what works’, and to give strategic leadership, ownership and oversight of our early help offer to improve co-ordination and signposting, and support the partnership in its ability to meet new and emerging needs in the borough.
- 5.17 We will publish a new CYPSP Early Help Strategy in autumn 2019. Lewisham’s existing Early Help Strategy expires this year and, following our review, a new coproduced strategy will be launched, with a shared language and understanding of Early Help, to support new ways of working, including a workforce strategy.

Evidence our impact

- 5.18 We will improve data collection and systems to ensure commonality in reporting across services and that we are able to track families and measure the success and impact of both individual interventions and our Early Help approach as a whole. We also want to be able to access ‘live’ information that supports our understanding of demand, changing needs and delivery.
- 5.19 We will also develop a Lewisham cost/benefit model for Early Help, which provides a clearer expectation for the impact of Early Help on improved outcomes for children and young people, and provides a financial case for investment in Early Help to avoid cost pressures later on.

6 Financial Implications

- 6.1 The development of our Early Help approach takes places in a challenging financial context. With reducing budgets across local authorities, and our key partners, the case for change is imperative.
- 6.2 Our review of Early Help began in 2018/19, with the proposal to deliver savings of £800,000 in the redesign of current contracts for services that deliver support for children, young people and their families; namely, youth services, children and family centres and our family and parenting support services. The decision was not taken, with Mayor and Cabinet requesting further information following the review of Early Help.
- 6.3 Together with the savings proposal above, additional financial pressures are presented by the uncertainty over the Troubled Families grant, which funds the Lewisham Safer,

Stronger Families service. The grant is currently in phase 2 of the national initiative, with 2019/20 being the final year of the allocated funding. At the time of writing it is not clear if there will be a phase 3, that decision is subject to the comprehensive spending review for the next Government spending round.

7 Legal implications

7.1 Legal implications are as set out in the report. To the extent that the matters raised in the report result in any substantial service change and/or procurement or variation of contracts, decisions on those matters will need to be made in accordance with the Council's constitution and on the basis of full reports.

8 Equalities implications

8.1 EAAs have been previously undertaken for the services outlined in this report. The Council's Equalities objectives are also addressed in contract documentation and formed part of the criteria used in tender evaluation for the current suite of services.

8.2 The EAA for the mutualisation of the Youth Service found that the impact of the proposals was likely to be largely positive as the mutualisation protected provision and increase opportunities for all young people and staff to participate in the decision-making process. Following the mutualisation of the Youth Service, Youth First have increased their delivery sites and have demonstrated an increase in the total number of young people accessing services.

8.3 Recorded equalities data from Youth First is shown below:

Individuals Accessing Universal Provision	Baseline (2015/16)	(2016/17)	2017/18				Total
			Q1 (Sept-Nov)	Q2 (Dec-Feb)	Q3 (Mar-May)	Q4 (Jun-Aug)	
Gender	Number of males	915	976	1,099	1,312	1,809	2,821
	Number of females	748	622	746	920	1,333	2,116
	Currently Unknown				122	141	171
Age	Between 8-11	693	581	533	747	1,325	1,799
	Between 12-15	699	680	632	743	1,020	1,566
	Between 16-18	182	204	199	235	307	477
	Over 18	89	329	481	64	65	141
Disability	Physical impairment	n/a	n/a	n/a	16	20	27
	Sensory impairment	n/a	n/a	n/a	8	10	17
	Mental health condition	n/a	n/a	n/a	12	25	33
	Learning disability/difficulty	n/a	n/a	n/a	43	71	88
Ethnicity	White	504	537	467	587	798	1,267
	Black African/Black Caribbean/Black British	721	629	644	742	1,168	1,664
	Asian/Asian British	38	63	62	64	83	138
	Mixed/multiple ethnic	300	298	286	290	435	637
	Prefer not to say / unknown	100	72	413	671	799	1,402

Individuals Accessing Universal Provision	Baseline (2015/16)	(2017/18)	Q1 (Sept-Nov)
Gender	Number of males	2,821	1,256
	Number of females	2,116	791
	Currently Unknown	171	24
Age	Between 8-11	1,799	759
	Between 12-15	1,566	780
	Between 16-18	477	261
	Over 18	141	77
Disability	Physical impairment	27	16
	Sensory impairment	17	13
	Mental health condition	33	14
	Learning disability/difficulty	88	49
Ethnicity	White	1,267	565
	Black African/Black Caribbean/Black British	1,664	841
	Asian/Asian British	138	67
	Mixed/multiple ethnic groups	637	306
	Prefer not to say / unknown	1,402	235

- More males access Youth First services than females.
- 8-15 year olds access Youth First provision the most.
- There has been an increase in attendance across all age ranges
- Black African/ Black Caribbean/Black British are the most commonly recorded ethnicities accessing provision.
- Since Q3 17/18 Youth First have been capturing disability data where given. It's too soon to compare this to a baseline in terms of reach.

- 8.4 The EAA for Health Visiting, School Health and Children's Centres was undertaken on the proposed changes to public health nursing services presented to Mayor & Cabinet on 28 September 2016, which found that they did not discriminate or have an adverse impact on different protected characteristics within the local community, though recognised that women were more likely to be the users of Health Visiting services and Children's Centres. Further work was completed for Health Visiting in 2018, relating to the delivery of the cut to the Public Health Grant at that time. This is summarised below.
- 8.5 Equalities data was provided from the service provider, Lewisham and Greenwich Trust, for the period April 2017 (Quarter 1 2017-18) to September 2018 (Quarter 2 2018-19), broken down by quarters. The total number of recorded Health Visiting appointments in this time period was 172,892, giving an average quarterly caseload of 24,699.
- 8.6 The caseload is predominantly female. The gender breakdown of the child caseload aligns to population data with an approximate 50/50 split. Additionally there are a small percentage of cases where genders were not identified.
- 8.7 A quarter of the caseload identify as British, with a further 15% identified from another white background, 47% from BME origins and 12% not identified. This aligns with Lewisham population data. Participation in the consultation showed a much higher proportion of people identifying as "white": 79% online and 73% at engagement sessions, this is not representative of Lewisham population data and we recognise that this is therefore an area where consultation methods need to be stronger.
- 8.8 Any change or impact on the Health Visiting service is likely to be felt more by women than men, and by children as the main service users.

9 Environmental Implications

- 9.1 There are no environmental implications arising from this report.

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CHILDREN AND YOUNG PEOPLE SELECT COMMITTEE		
Report Title	Safeguarding Services 6 Monthly Report	
Key Decision	No	Item No. 6
Ward	All	
Contributors	Director Children’s Social Care	
Class	Open	Date: 11 July 2019

1. Purpose and Summary of the Report

1.1 This report provides a summary of safeguarding activity in Children’s Social Care Service (CSC) between January and June 2019. The report does not report on Early Help, Child Sexual Exploitation, Local Authority Designated Officer, Private Fostering or Children Looked After as these are subject of a separate standalone reports to either the LSCB and/or CYP Select Committee.

2. Recommendations

2.1 Members are asked to note and comment on the contents of the report.

3. Policy and Legislative Context

3.1 Children’s Social Care is governed and delivered under the auspices of statutory legislation, regulation and guidance. The key legislative framework and guidance for this are outlined below via:

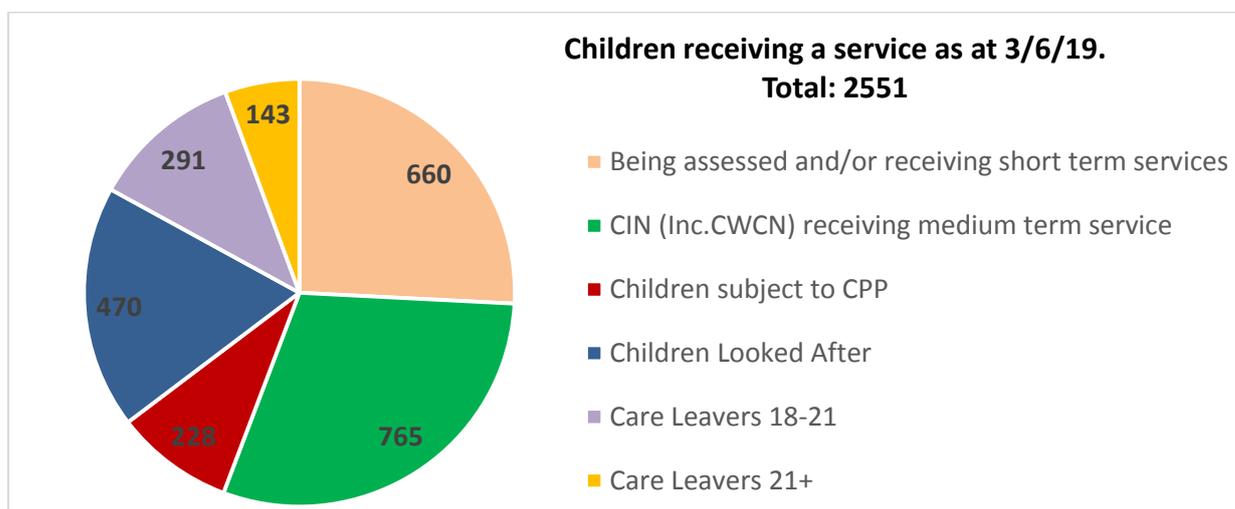
- [The Children Acts of 1989 and 2014](#), and subsequent guidance and regulations, impose a statutory duty on local authorities to safeguard children in their area.
- [The London Child Protection Procedures 2017](#) have been adopted by all London Local Authorities and LSCBs.
- [Working Together to Safeguard Children 2018](#), HM Government, provides a national framework and the core requirements which agencies and professionals must satisfy in order to safeguard and promote the welfare of children.

One of the priorities in the Council’s Corporate Strategy is “Giving children and young people the best start in life - every child has access to an outstanding and inspiring education and is given the support they need to keep them safe, well and able to achieve their full potential”.

3.2 Children Social Care contributes to the Children and Young People’s Plan 2019-2022 and its priorities.

4. Children who require safeguarding in Lewisham

4.1 As at the beginning of June 2019, CSC were working with a total of 2,551 children and young people at any one time. 1,653 are either being assessed for, or are receiving safeguarding services as children in need or children subject to child protection plans. The overall number of children open to Children’s Social Care is largely similar to the previous 6 months. The proportions are slightly different with a reduction of children subject to child protection plans and a subsequent increase in children in need.



The CWCN service is working with a total of 348 children.

5. The workforce providing safeguarding services in Children’s Social Care

5.1 The Children’s Social Care teams working with children who require safeguarding are the MASH, x5 Assessment Teams, x8 Family Social Work Teams and x2 Children with Complex Needs teams. In total there are 198 social workers and managers working in these teams. Approximately 68% of the teams are staffed by permanent social workers. Vacant posts are filled with agency staff and there are a small number of vacancies. There is low staff turnover. This is a slight improvement on the previous 6 months.

WORKFORCE - 24 May 2019 (FTE)	MASH & Assessment	Children with Complex Needs	Family Social Work
Total no. of posts	93	24	81
No. perm staff	63	15	55
% perm staff	67.7%	62.5%	67.9%
Vacancies	30	9	26
Agency staff	26	8	27

5.2 Our caseload management provides a guide that social workers should be allocated 15 children. This enables sufficient time for relationships to be developed and good practice to be delivered. On average, social worker caseloads over the last 6 months have been around 15 children. However more recently following an increase in contacts and a slight shift in Multi-Agency Safeguarding Hub (MASH) thresholds, the

assessment service has seen an increase in cases and as at June 2019, this was an average of 20. Attention is being paid to find ways to safely manage this. Overall caseloads are much improved and more stable than in the previous 6 months.

6. How we know about the quality and impact of our services.

6.1 The findings from a broad range of performance information and quality assurance activity is scrutinised on a monthly and quarterly basis. Highlights are fed up to the Directorate Management Team, Executive Management Team, the Improvement Board, council meetings, committees and the LSCB as required. Twice a year Listening & Learning events are held, which are concentrated periods of quality assurance. The information gathered from all of this activity is collated to produce a bi-annual self-assessment of the Children’s Social Care service. The latest self-assessment was completed in mid June, following Listening & Learning and a staff conference in early June, in preparation for an ‘Annual Conversation’ with Ofsted on June 21st. This report summarises the key performance for the last 6 months and shares the findings from the safeguarding section of the self-assessment.

6.2 A comprehensive review of practice in the January 2019 self-assessment established a benchmark for understanding the quality and impact of the safeguarding services we provide. The key areas that required improvement were identified as follows:

Improve our Early Help services providing a targeted preventative local offer.	Ensure MASH delivers timely responses, maximises good multi-agency information sharing to make consistent threshold decisions.	Ensure the core social work tasks are done consistently well in a timely manner, to minimise drift and delay.	Refocus social work on developing helping relationships, strengthening participation and promoting purposeful direct work.
Develop practice that manages risk proportionately and SMART plans that support families to stay together wherever it is safe to do so.	Develop a multi-agency contextual safeguarding approach and expand edge of care services to help older young people stay safe in the community.	Strengthen the support for vulnerable young people transitioning to adults services.	Increase and improve management oversight and reflective supervision.

A more detailed breakdown of the areas of strength and improvement was provided in the last Safeguarding Report in January 2019.

7. The Children’s Social Care Improvement Board and Programme

7.1 The Improvement Board and Programme has driven forward the necessary changes to improve our services to become consistently good. A summary of key strategic achievements linked to improving safeguarding services are listed below.

What we have done	Why we have done it	When
The revised supervision framework, template & accompanying caseload management guidance was revised and re-issued	Promote reflective supervision, aligned to Signs of Safety (SoS) practice framework. Manage caseloads to promote relationship based social work.	Q3 2018
Business Support arrangements across the service were reviewed.	Plan to increase Business Support Officer capacity to better help enable social workers to spend more time with children and families.	Q3 & Q4 2018/19
Performance data scrutiny clinics and SMT scrutiny cycle introduced. Performance data strategy created.	Increase the breadth, depth and accuracy of performance information and how it is used to drive practice and service planning	Q3 & 4 2018/19
An additional layer of management i.e. Group Managers, were recruited	To strengthen management oversight and increase strategic capacity.	Started Nov 2018
Quality Assurance Framework revised and re-launched. Including: <ul style="list-style-type: none"> • ‘Listening & Learning’ events • quarterly learning reports • revised audit formats (SoS) • open days for members & partners 	Strengthen scrutiny and accountability to better understand the quality and impact of services and plan strategic improvements and workforce development	Dec 2018
Re-design programme to improve the Liquid logic Children’s Recording System (LCS & EHM)	Reduce bureaucracy, simplify convoluted systems, to increase capacity for more direct work with children and families	Started Dec 2018
SMT introduced a routine cycle of management meetings for business, workforce, finance & scrutiny.	Increase management oversight and strengthen strategic leadership	Started Dec 2018
New business process for the MASH introduced.	Address issues identified in self-assessment & Ofsted focused visit	Go live Jan 2019
LSCB redrafted the threshold continuum of need	Consistency with the rest of London and clarification thresholds for partners	Jan 2019
The terms of reference for four key decision making and case monitoring panels were refreshed and re-launched.	Provide better scrutiny, oversight of practice and consistency of decision making for children entering court proceedings and coming into care	Jan 2019
Signs of Safety (SoS) practice framework implementation started	Establish shared practice approach aligned with vision and values	Started Jan 2019
A dedicated senior PSW started in post. Transition of Advanced Practitioners to create Workforce Development Team & Partners in Practice arrangement - Islington	Lead on creating stronger workforce development offer linked to quality assurance & SoS practice framework	Started Jan 2019 May 2019

Adjustments made to the 19/20 CSC budget agreed by Mayor & Cabinet (Feb19) In light of this, the staffing structure was reviewed to realign resources to target the right children, young people and families and develop specialist practice across the service.	Enable the development of: (a) dedicated Leaving Care Service, (b) contextual safeguarding team (c) permanent Group Manager layer (d) enhanced business support (e) academy for CPD and NQSWs. (f) creation of stronger family support, edge of care offer & specialist posts/teams e.g. Domestic violence, family group conferencing, PAUSE	Mar 2019 July 2019 July 2019 Q2 2019 May 2019 Q3 & 4 2019/20
Recruitment campaign for Senior Managers (Group Managers & HOS)	Stabilise leadership team to take forward improvement programme.	Jun 2019

8. MASH and Out of Hours Emergency Duty Service

8.1 The Lewisham MASH has representation from the following agencies: CSC, Police, Health, Education, Probation, Drugs Misuse services, housing and Youth Offending Service (virtual). The MASH receives all incoming contacts from members of the public and professionals where there may be concerns about the wellbeing or safety of a child. Advanced Practitioners in the MASH review all contacts to decide the most appropriate service for the child and family (Within 24 hours). Where additional information is required to make this decision, enhanced information sharing will be undertaken with the MASH partners. The Emergency Duty Service is available between 5pm & 9am weekdays and over weekends.

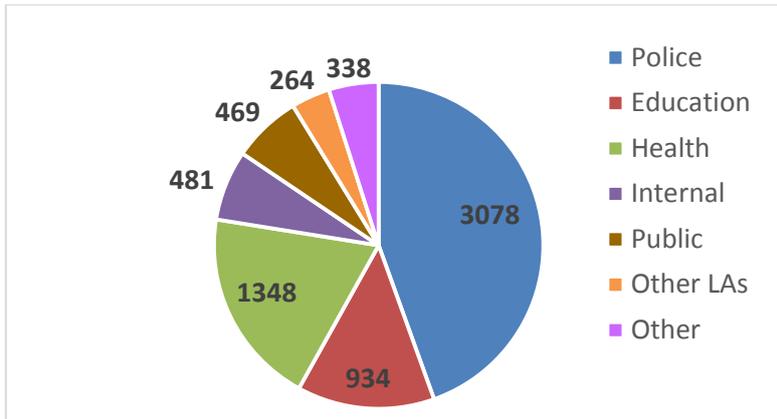
8.2 In September 2018 Ofsted completed a focused inspection on the 'front door' this primarily focused on the MASH and social work assessments, to a lesser degree. They identified the following areas for improvement:

- Simplification of the processes in MASH and integration of Early Help Records
- Range and accessibility of performance data
- Clarification of thresholds
- Effective use of information in the MASH
- Quality and consistency of assessments

8.3 The tables starting on page 14 summarise the operational actions taken to address the practice that required improvement and the impact we believe it is starting to have. The table below shows a summary of key performance data that is now available.

Indicator	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Target
No. of Contacts received in MASH	1383	1304	1484	1219	1537	No Target
No. of Children <i>(Some events lead to more than one contact being received for the same child)</i>	1086	1008	1147	943	1197	No Target
% Contacts progressing to a CSC referral	18%	17%	15%	20%	18%	20-25%
No. of Contacts progressing to a CSC referral for a social work assessment	244	226	225	244	272	No Target
Rate of CSC referrals (10k pop) rolling 12 months	442	444	440	450	464	No Target
% Re-referrals <i>(In the last 12 months rolling)</i>	7%	7%	15%	15%	15%	No higher than 15%

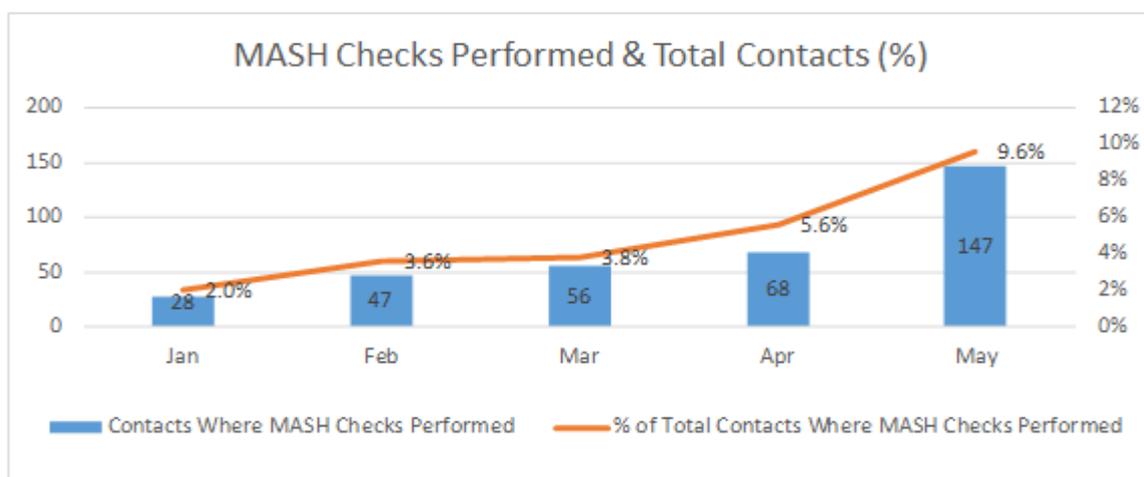
Decision made on Contacts in 24 hours	47%	72%	63%	52%	55%	90%
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Contacts by source. As at Jan to May 2019.

The proportions of contacts from agencies is largely in line with the previous 6 months, with the exception of a moderate increase in contacts from various health agencies.

- 8.4 Police are always the highest contributor of contacts, as all incidents they respond to involving a child and where there may be any kind of safeguarding issue are reviewed by the MASH, police and a social worker. Not all contacts (regardless of the source) result in family receiving a Children’s Social Care service. A percentage are requests for information, a large proportion of professionals and/or families will be provided with information, advice and signposted to an early help service in the community.
- 8.5 Between 15-20% of contacts are converted to a referral for a social work assessment. At first glance Lewisham’s low referral rate (464) suggests thresholds in MASH are high compared to the London rate of 545. Lewisham’s rate is however similar to that of our neighbours in Greenwich and Southwark, according to LGA comparator data we rank 21 out of the 33 boroughs. Furthermore we undertake a comparatively high number of assessments of children (9th highest in London). Audits undertaken on this area of work have judged the thresholds to be about right. So we are looking closely at the data to try to better understand this and make sure we are providing services to the right children at the right time.
- 8.6 One of the areas that Ofsted identified as an area of improvement was to make better use of the co-location of the information sharing capability of the multi-agency professionals in MASH. We have been increasing the number of enhanced information MASH checks that are carried out and daily MASH meetings are held to analyse complex cases. Practice has now shifted significantly in this area to maximise the benefits of co-located professionals. This has also been further strengthened by the re-establishment of the strategic MASH Board.



8.7 We were unable to report on the timeliness of MASH decision making within 24 hours until January, therefore there is no comparison data. There is still improvement required to respond to all contacts within the timescale, which is a priority area for the MASH team. A staffing re-structure is due to take place in the MASH to enable this to be achieved. An update will be provided in the next safeguarding report.

9. Assessments, Strategy Meetings and Section 47 Enquiries

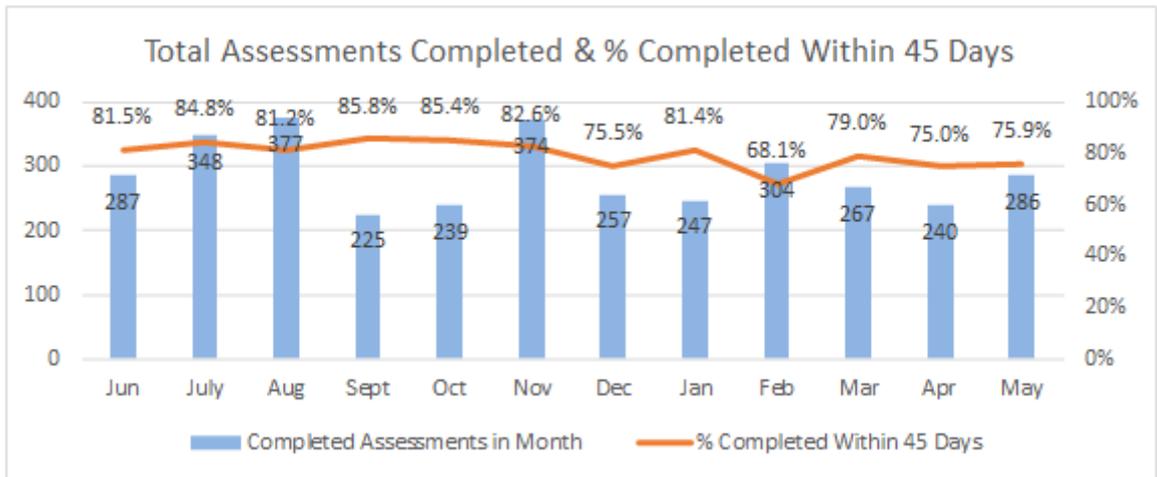
9.1 Lewisham Assessment Service includes five teams of social workers who undertake Child & Family Assessments of children & families to establish whether they are ‘in need’ of services (s17 Children Act 1989) and/or are suffering ‘significant harm’ (s47 Children Act 1989). The length of the assessment should be proportionate to the presenting need but should not take longer than 45 working days (*Statutory Guidance: Working Together to Safeguard Children 2018*).

9.2 Whenever there is reasonable cause to suspect a child is suffering, or is likely to suffer significant harm, a strategy meeting/discussion is held. The Local authority has a statutory duty to lead s47 enquiries, police, health professionals, teachers and other relevant professionals support the enquiries. (*LSCB London Child Protection Procedures 2017*).

9.3 An average of 285 assessments were started every month during Q2-3 of 2018, it is 287 between Jan – May 2019. We have seen bulge in May as thresholds in the MASH are adapting to the new LSCB continuum, new management and systems. In 2019 as a rate, for every 10,000 children we assess 539, in 2018 this was 556. The rate across London is 497, we rank 9th highest. We will continue to explore the reasons to ensure our practice is calibrated in the right way.

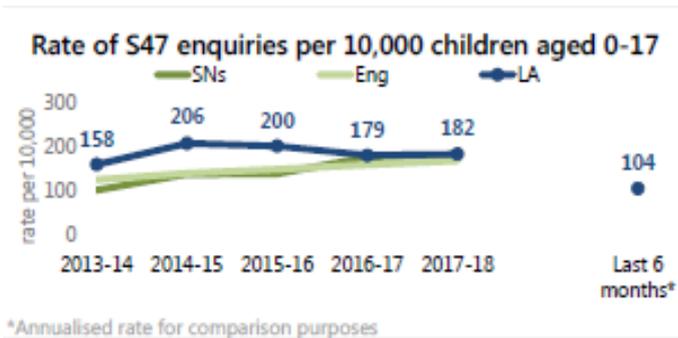
Indicator	Q2	Q3	Q4	Apr	May
No. of Assessments started (NB. Whole service)	837	874	794	268	373

9.4 We aim to see children within 5 working days of them having been referred to Children’s Social Care. Timeliness is of course dependent on the seriousness of the presenting situation and the availability of the family. Reporting on this indicator was introduced in December, therefore it is not possible to show a trend. At present 44% of children are seen within 5 days and this is an area of priority for improvement.



9.5 At present 76% of our assessments are completed within 45 days, with 85% completed within 50 days, 93% within 60 days and a small remainder take longer. This is comparable with neighbours, but we are aiming to improve further to reach our target.

9.6 Between Jan – May, 51% of all families that received a social work assessment went on to be provided with a social work service, the other half were provided with advice and signposted to other services in the community. This is a change from previously, in Q2 & 3 it was 62%, the shift is thought to be as a result of the changes in practice, as SoS encourages practitioners to be less deficit focused and better recognise the strengths that exist within family and community networks and encourage family resilience and access support from local early help services. This approach enables the service to target our finite resources at the most vulnerable children. Across London, practice varies on this indicator within a band of 40-60%. We will be monitoring closely to ensure practice remains broadly within this band in future.



The introduction of the SoS practice framework promotes the management of risk without resorting to more formal processes of intervention. This has impacted on our rate of s47 enquires falling quite significantly over the last 6 months. We are now scrutinising this carefully to ensure we calibrate our practice to be risk balanced. Rate of s47:

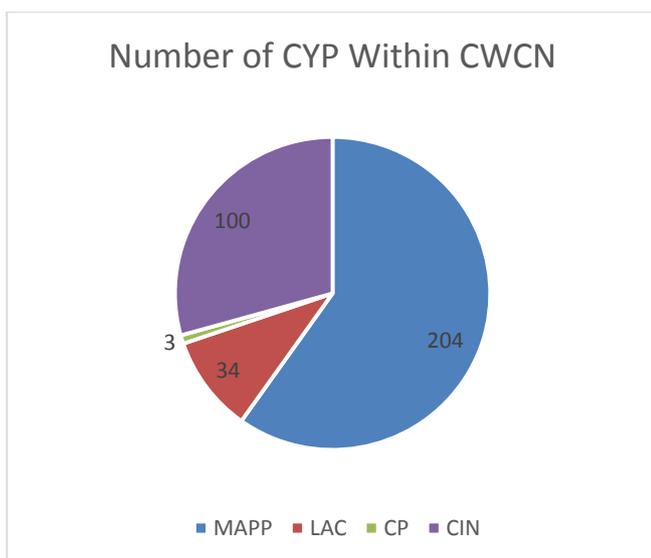
Q2 18/19	Q3	Q4	Q1 19/20
177	170	155	141

10. Children in Need (including Children with Complex Needs)

10.1 Where a child has been assessed as being a child ‘in need’ of services the child and family is transferred to one of the eight teams in the Family Social Work Service. Every child will have a CIN plan which outlines the services and support. The plan should be reviewed every 3 months, until the child’s needs are met.

10.2 The Children with Complex Needs Service incorporates two Disabilities Social Work Teams and the Multi Agency Planning Pathway Team (MAPP) which is a social work /care co-ordination team. The Service is located at Kaleidoscope, Children and Young Person’s Centre and sits within the Education Directorate with close links to Social Care. Both social work teams undertake Child & Family Assessments and carry out Section 47 safeguarding assessments. The MAPP team undertakes the reviews of the Short Break packages and works closely alongside the two social work teams. The assessed impact of the child’s disability determines the level and nature of the support the family are provided with.

10.3



The Social Work Service for Children with Disability criteria is as defined in the Equality Act 2010; a disabled person is someone who has a physical or mental impairment, and that impairment has a long term adverse effect on the person’s ability to carry out normal day to day activities.

10.4

Examples are physical or mental impairments which might (depending on the individual’s circumstances) fulfil the criteria for the children with disabilities social work team: Multiple and complex health needs;

The following conditions would not normally lead to a child being considered as disabled, but as having additional needs:

- A significant learning disability (likely to require specialist provision)
- Autism (Autistic Spectrum Disorder) and Communication Disorders with significant impairment of communication or intellectual functioning;
- Sensory impairment: hearing loss, visual impairment, deaf-blind
- A chronic physical illness
- Child would usually meet the eligibility threshold for DLA (usually higher rate)
- Emotional and behavioural difficulties that are not due to one of the areas listed above (this includes ADHD)
- Mental Health conditions
- Dyslexia
- Dyspraxia
- Speech and Language difficulties.

Indicator	Q2	Q3	Q4	Apr	May	Target
No. of open CiN cases (<i>Excludes CPP and LAC</i>)	1630 (av)	1515 (av)	1256 (av)	1288	1411	No Target
Rate of CiN per 10K population (<i>AS per DfE definition</i>)	239	221	184	192 YTD		Under review
% CiN in FSW service only with an up-to-date plan	62%	50%	61%	70%	68%	85%

% of CIN in FSW service only visited within 20 days	-	54%	69%	73%	63%	85%
% of CIN review meetings held in last 3 months.	Data not yet available					

10.5 The numbers of CIN fluctuate, the drop in Q4 followed a concerted review of CIN cases in that period, where we found a number of families that could be safely stepped down to community services. An extension of the Early Help contract with Core Assets has also been actioned to enable the family social work service to 'step down' families to their service, which had not been available before. The senior managers in Family Social Work are continuing to review CIN children to scrutinise and improve the quality of the plans, check the frequency of visiting and assess whether families are best supported by social work or early help services.

11. Young Carers

11.1 Young Carers are children under 18 who provide regular practical, personal care and, or emotional support to a family member who has a physical, learning or mental disability, or who misuses substances, or where there is domestic violence. The term young carer does not apply to the everyday and occasional help around the home, a young carer becomes vulnerable when the level of care-giving becomes excessive or inappropriate. Local authorities have a duty to carry out a Child & Family Assessment of young carer's and provide services where the child is in need. Lewisham currently has a specialist worker based in the Assessment Service. There are also two small services funded by the council who provide support:

- Carers Lewisham provide advice, information, support and holiday activities for young carers aged between 5-18 years.
- Family Action run a family support project offering holistic family intervention to young carers aged 8-18 years and other family members.

11.2 We do not yet have reliable performance information on the number of Young Carers being assessed and supported in Lewisham. Measuring the number of young carers in Lewisham is challenging, in part because young carers often wish to remain hidden. It can also be difficult to identify where there are children or young people with caring roles, as it is often the adults in each situation that come into contact with services. In 2017 Carers Lewisham estimated that there were likely to be around 3,500 young carers in Lewisham (<https://www.carerslewisham.org.uk/1944/>)

11.3 We do know that:

- As of Dec 2018 Carers Lewisham had 300 young carers on their database.
- In 18/19 our Family Action carers service worked with 32 young carers
- In 2016-17 the specialist social worker for Young Carers identified 236 notifications received.

11.4 At this point in time it is not possible to say whether the same children feature across these services and are double counted. There is insufficient performance and quality assurance information on this area of practice to understand the full impact and reach of our current offer and the needs our young carers face, and this will be considered through the development of Lewisham's Early Help Approach and ongoing social care improvement programme.

12. Private Fostering

- 12.1 A privately fostered (PF) child is 'a child who is under the age of 16 years old (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. The Local Authority has a duty to assess and monitor the PF arrangements when a PF notification is received or the local authority becomes aware that a PF arrangement already exists.
- 12.2 Lewisham currently has one specialist PF social worker in the Assessment Service, who conducts the assessment and monitors PF arrangements (where children are not also CIN for the first year). Longer term PF arrangements are monitored in the CLA Service. We are in the process of reviewing this arrangement and plan to assess and support PF arrangements differently in future. An update on this will be provided in the next safeguarding report.
- 12.3 A separate annual report is due to be submitted to the LSCB/Partnership in August, this provides an overview of practice in this area. A summary will be provided in the next safeguarding report. At present we are aware of 17 private fostering arrangements.

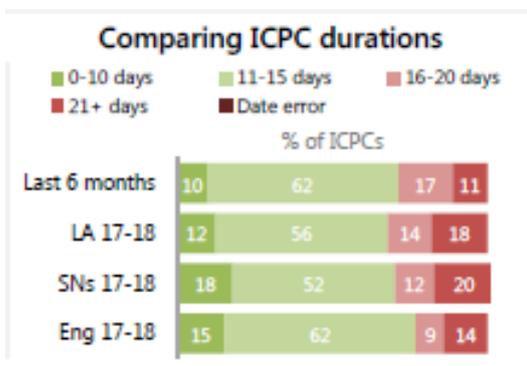
13. Child Protection Conferences, Child Protection Plans & Core Groups

- 13.1 Where a child is judged to be suffering harm an initial child protection conference (ICPC) is convened and should take place within 15 working days of the strategy discussion at which s47 enquiries were initiated. The ICPC brings together the family, supporters, advocates and professionals involved with the family, to plan for the child's future safety. If it is decided at ICPC the child remains at risk of significant harm a Child Protection Plan is put in place to support the family to safeguard the child. Where a child has been made subject of a Child Protection Plan the child and family is transferred to the Family Social Work Service.

Indicator	Q3	Q4	Q1	Apr 19	May 19	Target
Rate of children becoming subject of a CPP (rolling) per 10,000	65	59	55	56	54	No target
% of children becoming subject to a CP plan for a 2nd or subsequent time ever (rolling 12 months)	8%	12%	15%	14%	15%	No more than 16%
No. of CP plans lasting 2 years or more	TBC	TBC	12	0	0	No target
% of children visited within 10 working days (Average across the quarter)	74%	79%	65%	66%	64%	90%
Core group meetings held within 6 weeks	69%	69%	69%	56%	69%	90%

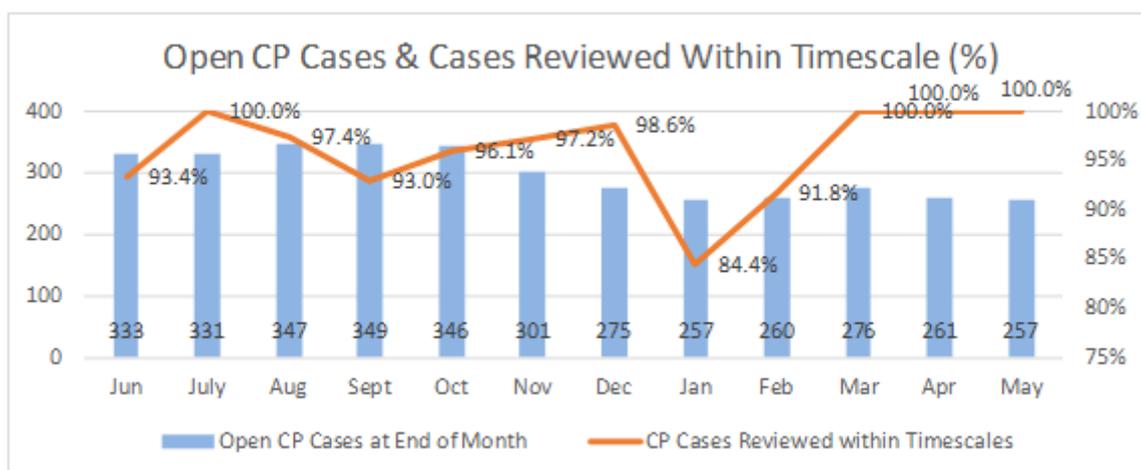
- 13.2 This shows how we have reduced our rate of CPP to come in line with other boroughs.

	2017/18	2018/19				
		Q1	Q2	Q3	Q4	May
Lewisham	57	59	65	65	59	54
SN Average	54	-	-	-	-	-
Inner London	53	-	-	-	-	-



The national indicator timescale for an initial Children Protection Conference (ICPC) to be held from a child protection strategy meeting is 15 days. This data shows performance between Dec – May compared to others. This is a slight improvement on previous performance. In 2018/19 Q2 = 81%, Q3 = 62% in 15 days.

- 13.3 Lewisham locally determines that children on CPP should be visited no less than every 10 working days, we require further improvement to hit our targets on this. London wide children protection procedures only requires visits every 20 days, on this indicator over the last 3 months 86% of children were visited in timescale.



- 13.4 There has been a slight increase in children becoming subject to CPP for 2nd time or subsequent time. In May all the cases reviewed, it was found they had not been stepped down from CPP in the last 6 months, therefore there is no link between reducing our numbers of CPP and an increase in second time re-registrations.

14. Public Law Outline: Pre Proceedings & Care Proceedings in Court

- 14.1 The Local Authority can initiate care proceedings (s31 Children Act 1989) where a child is suffering or is likely to suffer significant harm attributable to the care being given to the child, or because the child is beyond parental control. The Public Law Outline initially came into force in 2010 and aimed to streamline court procedures by introducing a pre-proceedings period to divert the need for proceedings in some instances and to ensure preparatory work facilitated the smooth running of court cases, within a 26 week timescale. Before a decision can be made to initiate Care or Supervision Proceedings, a Legal Planning Meeting is held where a decision is made about whether the threshold criteria have been met and whether a legal order is

necessary to protect the child. Children subject to pre and care proceedings are allocated in the Family Social Work Service.

Source: CAF/CASS

Care Applications Rate per 10,000	2015-16	2016-17	2017-18	2018-19
England	11.0	12.5	12.2	11.4
London average	8.4	11.1	9.8	8.6
Lewisham	13.4	13.8	14.1	13.2

Average duration	2017/18	2018/19
England	31	29
London	31	29
Lewisham	27 weeks	28 weeks

- 14.2 Through the 2018/19 reporting year Lewisham took proceedings on 152 children. Lewisham's number of care applications is 4th highest in London according to CAF/CASS. However since the introduction of the SoS practice framework and the Access to Resource & Care panel in January 2019 the numbers of applications has reduced. Q1 = 28, Q2 = 26, Q3 = 19, Q4 = 20 (*Note cases not children*)
- 14.3 The timeliness of our proceedings falls just outside the court recommended timescales, but this has been a challenge across the country. Delays are most commonly caused by the late presentation of family members coming forward to be assessed for suitability as carers. We hope the emphasis on family networks in SoS and the intention to introduce Family Group Conferences (DfE innovation grant dependent) will contribute to reducing further the need for and delays in, court proceedings.
- 14.4 If cases transferred to other local authorities are excluded, approximately a half of all proceedings result in the child remaining in local authority care, these tend to be children of secondary school age. The other half are resolved with the child being cared for by family/friends. This year 7 cases/8 children had older sibling(s) who were subject to previous proceedings (recurrent), and 8 cases/13 children had previously been subject to care proceedings (repeat). With the assistance of our Islington Partners in Practice, through 2019 we will be exploring the feasibility of introducing the PAUSE programme, which aims to reduce repeat care proceedings to try to reduce these numbers.

Outcomes for Children	TOTAL
No order	9
Child Arrangement Order (CAO)	7
CAO/Supervision Order (SO)	22
Special Guardianship Order (SGO)	9
SGO & SO	5
SO	20
Care Order (CO)	42
CO & Placement Order for Adoption	24
Case withdrawn	3
Transferred to other LA	17
Family Assistance Order	1
TOTAL	156

Summary of our progress to improve the way we help and protect children living with their families and improve the experiences, progress and permanence arrangements for children in our care and our care leavers.

The following table is an extract from the updated self assessment completed in June, in preparation for the annual conversation with Ofsted on June 21st. It shows the key areas for improvement identified in the January self-assessment, the actions taken and progress made during Q4 & Q1, between January and early June 2019. It also references the impact we think we are making on practice and with children and families.

Areas of improvement identified in the January self assessment	What we have done to improve	What is the impact on practice, children, young people and families
<p>Ensure MASH delivers timely responses, maximises good multi-agency information sharing to make consistent threshold decisions.</p>	<p>The LSCB Continuum of Need Threshold document was refreshed and brought in line with the London guidance. The new continuum was piloted through Jan'19 and introduced in Mar'19, in parallel with changes in MASH. This is an interim arrangement, scheduled for a further update in 2020 after the Early Help Review is completed and the new partnership arrangements are established.</p>	<p>Clarity provided on thresholds, this assists partner agencies working across different London boroughs. Greater clarity about the threshold for Early Help and Children's Social Care services.</p> <p>Threshold decision making in the MASH has started to adjust accordingly, more children are being visited and assessed by a social worker.</p>
	<p>A number of improvements were made to the MASH, starting with the redesign of the ICT (LCS) processes which went live on Jan. 7th. Since then:</p> <ul style="list-style-type: none"> • The Operational Protocol has been refreshed • Business processes have been simplified to reduce the number of practitioners that deal with a referral and improve recording practice. • The new threshold continuum is being applied • A new referral form has been launched • A performance dashboard is being developed and performance is being used routinely to manage throughput. 	<p>Management oversight has been increased and decision making is being more frequently quality assured to attain more consistency.</p> <p>Daily MASH meetings now take place and better use is being made of the co-location of partners. The number of MASH checks is increasing.</p> <p>Recording practices have been simplified to improve the timeliness of decision making.</p> <p>All activity is now recorded on EHM/LCS within the existing business processes, historical activity is now properly captured on the case file and can be used to inform decisions.</p>

	<ul style="list-style-type: none"> • The Group Manager has been introducing practice changes to strengthen threshold decision making. • The staffing structure has been reviewed and will be subject to changes through Q3 to better deliver practice. • Audits on threshold decisions are routinely undertaken • All social workers now have access to EHM to view all history. 	<p>Thresholds have been lowered, particularly as different responses to domestic violence have been introduced. More children are being seen and assessed by a social worker.</p> <p>Audits of practice are identifying that decisions are not delayed when children are at risk. There is a gradual improvement in the timeliness of contacts having a decision within 24 hours, audit judges the practice requires further improvement to be consistently good.</p> <p>Feedback from schools (Director of Education) is that improvements are being noticed in the MASH particularly in informing referrers of the outcome.</p>
<p>Ensure the core social work tasks are done consistently well in a timely manner, to minimise drift and delay.</p>	<p>A cycle of monthly performance reviewing has been in place since January'19 driving improvements in core areas of performance / practice.</p> <p>All managers and social workers have received 2 days foundation SoS training. Practice guidance core practice areas i.e. analysis, chronologies, case notes, management oversight and plans has been issued.</p> <p>Increasingly monthly manager audits involve a practice conversation with the social worker/PA In Apr & May, 70% of audits included a learning discussion with the practitioner.</p> <p>LCS assessment and child protection recording formats have been re-designed to encourage more risk balanced and child focused practice. Planning formats for CIN and CP plans were re-designed and went live in Feb'19.</p>	<p>Incremental visiting targets for Q4 were met and gradual improvements can be seen:</p> <p>LCS forms reduces bureaucracy and improved efficiency – more time for direct</p> <p>In April 24 cases across the service were generically audited and moderated, 54% were judged to be good, 36% required improvement. 2 were inadequate. Strengths in practice were identified as: timely visits, participation, direct work, multi-agency working, recognising diversity. Most of the cases were judged to have made a positive impact.</p> <p>There is still more work required to improve the performance and quality of core social work tasks to be consistently good. In the assessment service there is more improvement required on visiting, which is a priority for the service.</p>

Refocus social work on developing helping relationships, strengthening participation and promoting purposeful direct work.

SoS foundation training delivered through Q4/Q1 emphasises the child’s lived experience and the importance of engaging the family network and identifying and promoting safety in families. The senior leadership team have been promoting the vision, values, supporting the implementation of SoS, creating opportunities in service meetings for more discussions about the importance of performance and core practice and sharing the learning from collated QA activity.

Through Q1 the participation officer was moved to be part of the QA and improvement service to raise their profile and create a stronger link between participation and learning. They have been revising the Participation and Engagement Strategy, to strengthen our use of service user feedback and engagement in design.

Changes to LCS promotes a different focus and style in recording, which aims to encourage more child focused analysis and planning.

Listening and Learning (Jun’19) had a focus on gaining more service use feedback, over two days 58 children and parents were spoken to. The majority of feedback was positive about communication, relationships with their social worker, feeling supported and helped, and children said their social worker had made them feel safer.

Score	0-3	4-6	7-10
TOTAL	1 (2%)	12 (20%)	46 (77%)

In the January self assessment strengths of practice were identified as practitioners knowing their families well, they were committed, tenacious and culturally competent and there was many examples of good direct work taking place. In contrast, there was also many examples of practice that could be experienced as punitive and overly interventionist. The quarterly QA report for Q4 and Q1 found similar themes and emerging evidence of practice being influenced by the SoS practice framework, but there is still a wide degree of variation in practice across the service that requires further improvement to be consistently good.

Develop practice that manages risk proportionately and SMART plans support families to stay together wherever it is safe to do so.

The focused visit by Ofsted identified the quality and consistency of assessments was an area for improvement. Performance information also shows variation in outcomes of assessments, s47 enquiries and the length of time families remained in the service amongst the five assessment teams.

There have been several audits of assessment practice and discussions across the management group about performance, thresholds, quality, purpose and transfers through Q4 and Q1.

Operation Encompass live in schools (May)

There is now more equitable caseloads across the assessment teams, gradually improving consistency in threshold decision making, a reduction in the rate of s47 enquiries and more proportionate risk management. More assessment cases stepping down to Early Help community services now have a TAF plan in place.

Audits in Assessment and direct observations (22 in L&L) shows a move towards more consistency in recording, but practice and the quality and consistency of assessments and plans requires further improvement to be consistently good.

	<p>In Jan/Feb an independent auditor reviewed a large sample of CIN and provided an external view about thresholds. Team managers also reviewed cases and observed CIN reviews.</p> <p>An Early Help contract increased capacity to work with families 'stepping down' from CIN.</p> <p>Plans on LCS were re-designed to simplify and associated practice guidance was distributed (Feb)</p>	<p>Improved CIN throughput, more manageable caseloads and smoother case transfers. Improvement activity is still ongoing to be consistently good.</p> <p>Next steps are to strengthen planning the CIN reviewing processes and management oversight, improve practice in the quality of planning and expand family support options providing help to families.</p>
	<p>In 2017/18 Lewisham's rate of ICPC and CPP was high. During the December L&L event CP practice was scrutinised, direct observations of CPC's and audits took place. Simultaneously with the introduction of SOS, CP chairs engaged in practice review sessions. A pre-ICPC threshold consultation was introduced to discuss whether risk could be managed safely with a CIN plan.</p>	<p>Where risk was manageable and families were engaging they were not placed on a CP so, the CPP rate was brought down over a period of 4 months to be more comparable with other London boroughs and statutory neighbours.</p> <p>Performance on Core Group Meetings started to be reported in Dec'18 which enables management oversight. There is yet to be a shift in practice in the timeliness of core groups (69%)</p>
	<p>Scrutiny of pre-proceedings and getting to grips with drift in PLO and high rates of applications, led to change in processes in relation to LPM's, the inclusion of agreement to enter PLO through the Access to Care and Resources panel (Implemented Jan) and the expansion of the remit of the legal tracking panel to include cases across the whole service (not only FSW) and monitoring of PLO. Legal colleagues sit on the ARC panel, to better understand our threshold debates and subsequently applications have begun to reduce.</p>	<p>In Q1&2 of 2018/19 we issued proceedings on 54 families. In Q3&4 this fell to 41.</p> <p>In Feb'19, 11 audits of pre-proceedings cases identified risk was managed and responded to well. Risks were identified as having consistently reduced; the participation and engagement of children and their families was strong, so too was partnership working and management oversight which was judged as good.</p> <p>Changes in performance are indicative that the landscape is changing and we are beginning to managing risk more proportionately, but more improvement is required to be consistently good.</p>

<p>Develop a multi-agency contextual safeguarding approach and expand edge of care services to help young people stay safe in the community.</p>	<p>Through Q3 & 4 2018/19 practice in relation to our response to missing and exploited children was strengthened, with the introduction of specialist posts and new tracking mechanisms.</p> <p>Rescue & Respond service has been commissioned to support children at high risk of gang activity.</p> <p>Planning for the introduction of a dedicated vulnerable adolescent team was undertaken through Q1 and the specialist 'Safe Space' team is due to be operationalised in July'19, in phase one this includes our 11+ years edge of care team, missing officers, homeless 16/17 year old SHIP workers and a CSE specialist. The commissioned service for RHI's will cease and RHI's will be absorbed in this team. Safe Space will be closely aligned to the newly developed multi-agency Concern Hub (Jun '19) which co-ordinates multi-agency responses to children at risk of exploitation and gang violence.</p>	<p>Safe Space Team is scheduled for July '19. The aim of this service is to better support young people who go missing, are homeless and are at risk of harm through exploitation, violence and trafficking. The development of a specialist team is intended to:</p> <ul style="list-style-type: none"> • improve intelligence and understand are local profiles, networks and geographical hotspots, in order to best respond and target particular areas of the community. • improve multi-agency information sharing and partnership working, especially with the PRU. • provide a holistic service to groups of young people, with enhanced support to keep them safe with family
<p>Increase and improve management oversight and reflective supervision.</p>	<p>An additional layer of management (Group Manager) was introduced in Nov.'18. Recruitment for permanent posts commenced in June.'19.</p> <p>The breadth and depth of performance information has been expanded. Monthly performance clinics and a cycle of senior management performance reviewing is established.</p> <p>The updated QAF introduced a monthly and quarterly PQA cycle of auditing, observations and feedback.</p> <p>Monthly manager reports were introduced in Jan'19</p>	<p>The introduction of the group managers has significantly strengthened the capacity to drive improvements in performance, have more oversight of decision making, quality assure and develop practice.</p> <p>Performance and learning from all QA is now being used to inform service and workforce development planning, which is enabling the senior management team to focus on the right areas and enabling us to monitor progress and forecast demand intelligently.</p> <p>Completion rates of managers monthly auditing is improving after a dip in Jan & Feb: Mar – 55%, Apr – 73%, May – 71%</p>

	<p>The supervision framework/policy and associated templates and practice guidance were realigned to SoS and re-launched in Oct'18.</p> <p>Threshold decision making / management oversight panels were refreshed and a gateway to CLA panel (ARC) was introduced in Jan'19.</p> <p>6 weekly manager forums have been refreshed, covering key areas of management and consulting on improvements e.g. appraisal, vision & values.</p> <p>Scheme of delegated decision making was developed in May'19 – to be introduced in July'19</p>	<p>Progress on management oversight is mixed and requires improvement. The Q4 QA Report identified: The independent CiN audit (Jan'19) noted supervision needs to be more reflective and drive children's plans forward. The Young Carers audit (Jan'19) also noted that it was difficult to see management oversight in records. However in CP Cases (Mar'19), it found a growing use of the new supervision template and this appeared to be improving the degree of reflective supervision. In the PLO audit (Feb'19) management oversight was rated at good.</p>
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15. Legal Implications

15.1 There are no specific legal implication arising from this report other than the legislative framework outlined in the body of the report. Lewisham CSC provides children's safeguarding and support serves in accordance with the statutory framework provided by the Children Act 1989 and successive statutory requirements.

16. Financial Implications

16.1 There are no specific financial implications arising from this report. A report is going to Public Accounts Committee on 10th July 2019 updating on the CSC budget. All the improvements described in this report are being delivered within the allocated CSC and early help budgets.

17. Crime and Disorder Implications

17.1 The police are key partners in safeguarding children.

18. Equalities Implications

18.1 Equalities factors are addressed in the body of the report. Further scrutiny of ethnicity in local populations versus those children's ethnicity when entering safeguarding and child protection processes is required to better understand over representation in comparison to local demographics.

19. Environmental Implications

19.1 None.

20. Background documents and originator

20.1 If there are any queries on this report, please contact Lucie Heyes, Assistant Director, Children's Social Care on
Tel: 0208 314 8140
Email: Lucie.Heyes@Lewisham.gov.uk

Children and Young People Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	7
Class	Part 1 (Open)	11 July 2019	

1. Purpose

To advise Committee members of the work programme for the 2019/20 municipal year, and of 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 that the information item “Lewisham Safeguarding Children Board annual report” that was scheduled for consideration at this meeting is not available. The committee should consider whether it wishes to reschedule this item for a later date;
- 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
- comment on and agree the scope of the short review of children in temporary accommodation at **Appendix D**.

4. The work programme

4.1 The work programme for 2019/20 was agreed at the Committee’s meeting on 30 April 2019.

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).

Children in temporary accommodation – short review

- 4.4 When setting the work programme at the meeting on 30 April 2019, the committee agreed to undertake a short review of the impact that living in temporary accommodation has on children. A proposed scope is attached at Appendix D.

5. The next meeting

- 5.1 The following reports are scheduled for the meeting on 11 July 2019:

Agenda item	Review type	Link to Corporate Priority	Priority
Budget Cuts	Performance monitoring	Giving Children and young people the best start in life; Delivering and Defending – health, social care and support	CP3&5
Annual report on attendance and exclusions	Performance monitoring	Giving Children and young people the best start in life; Delivering and Defending – health, social care and support	CP3&5
Education Strategy	Policy development	Giving Children and young people the best start in life; Delivering and Defending – health, social care and support	CP3&5

- 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

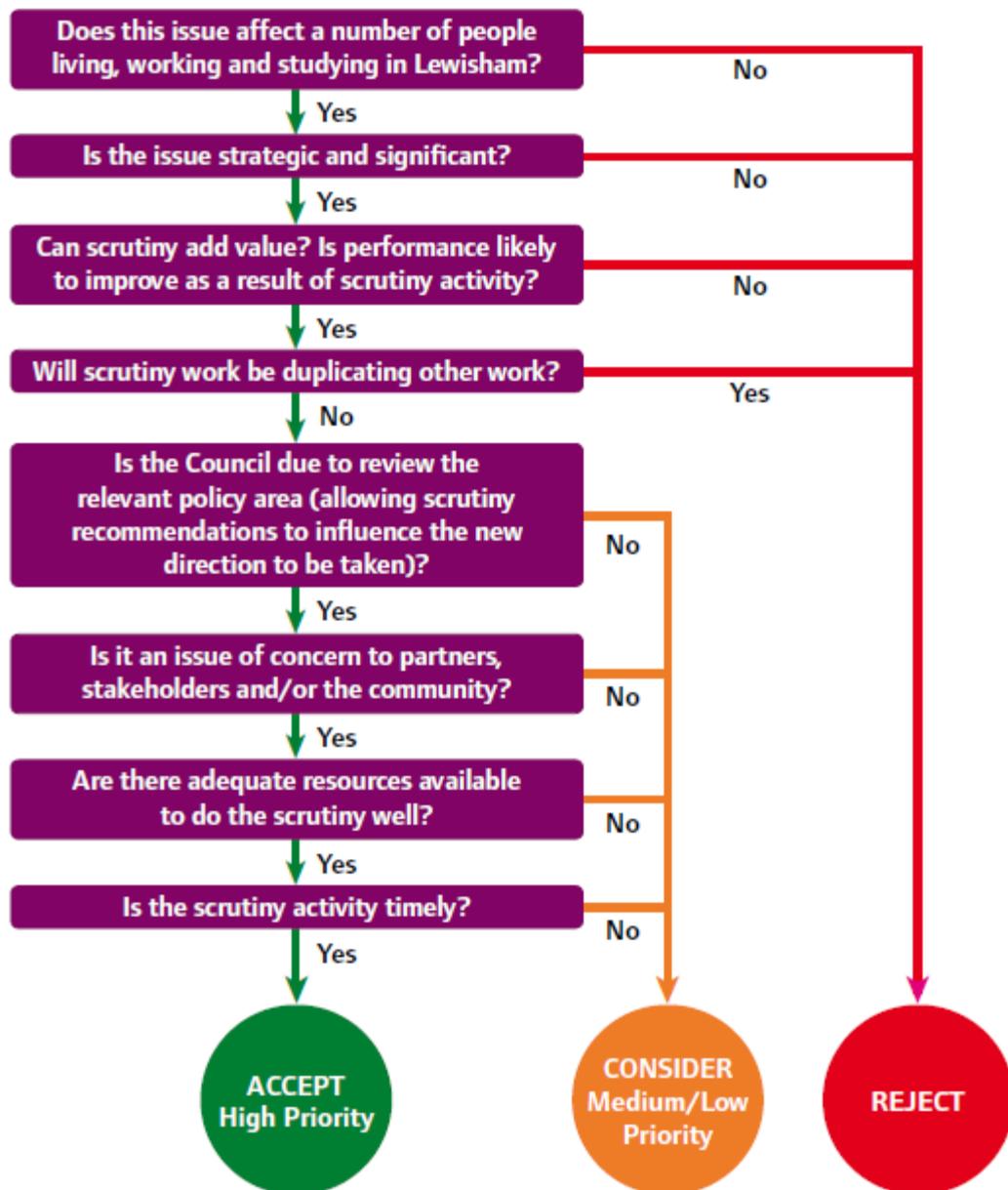
- 9.1 The date of the next meeting is Tuesday 17 September 2019.

Background Documents

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

Scrutiny work programme – prioritisation process



Children and Young People Select Committee 2019/20

Programme of Work

Work Item	Type of item	Strategic Priority	30-Apr	12-Jun	11-Jul	17-Sep	16-Oct	05-Dec	23-Jan	10-Mar
Lewisham Future Programme	Performance monitoring					Budget Cuts				
Election of the Chair and Vice-Chair	Constitutional requirement									
Select Committee work programme 2019/20	Constitutional requirement	CP3								
Children and Young People's Plan	Performance monitoring	CP3								
CAMHS waiting times for Lewisham Children	Performance monitoring	CP3 & CP5								
Early Help review	In-depth review	CP3 & CP5		Focus paper						
Safeguarding Services 6-monthly Report and update on new safeguarding arrangements, inc update on CSC Improvement Plan	Performance monitoring	CP3 & CP5								
Lewisham Safeguarding Children Board annual report (for information only)	Performance Monitoring	CP3 & CP5								
Young Mayor and Advisors	Verbal update	CP3 & CP5								
Annual Report on Attendance and Exclusions	Performance monitoring	CP3								
In-depth review - school exclusions	In-depth review	CP3					M&C response			
Education Strategy	Policy development	CP3								
Provisional school results	Performance monitoring	CP3								
Children's Social Care budget, including sufficiency strategy, staffing, fostering	Performance monitoring	CP3 & CP5								
SEND Strategy	Performance monitoring	CP3 & CP5								
How living in temporary accommodation affects children and young people	Investigation	CP3								
Children's Social Care Improvement Plan	Performance monitoring	CP3 & CP5								
Unregulated educational settings	Information item	CP3								
Safeguarding Services 6-monthly Report and update on new safeguarding arrangements	Performance monitoring	CP3 & CP5								
Exclusions from school - in-depth review follow up	Performance monitoring	CP3								
Corporate Parenting and LAC Annual Report	For information	CP3 & CP5								
Annual Schools Standards Report 2018/19 (primary and secondary)	Performance monitoring	CP3								

Item completed	Meetings
Item on-going	1) Tuesday 30 April
Item outstanding	2) Wednesday 12 June
Proposed timeframe	3) Thursday 11 July
Item added	4) Tuesday 17 September
	5) Wednesday 16 October
	6) Thursday 5 December
	7) Thursday 23 January
	8) Tuesday 10 March

Giving Children and young people the best start in life.	CP 3
Delivering and defending: health, social care and support	CP 5
Building Safer Communities	CP 7

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FORWARD PLAN OF KEY DECISIONS

Forward Plan July 2019 - October 2019

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 0208 3149327, 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.

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 2019	Procuring external consultancy support for managing a Travel and Transport Programme	26/06/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet member for Health and Adult Social Care		
April 2019	Financial Results 2018/19	26/06/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
May 2019	Besson Street Business Plan 2019/20 Part 1 and 2	26/06/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
March 2019	Children and Young People's Plan 2019-22	26/06/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
May 2019	Lewisham library update	26/06/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		

FORWARD PLAN – KEY DECISIONS					
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February 2019	Adoption Lewisham Park Conservation Area, accompanying Article 4 direction, and appraisal document	26/06/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan, Mayor		
February 2019	Provision of Services to Adults with Learning Disabilities - Contract Award	26/06/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet member for Health and Adult Social Care		
April 2019	Financial Forecasts 2019/20	26/06/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
April 2019	Medium Term Financial Strategy	26/06/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
May 2019	Extension and Variation CYP Core Assets contract	26/06/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		

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May 2019	Increase capacity of Young Persons Accommodation based pathway	26/06/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
May 2019	Lewisham Homes Acquisitions Loan 3	26/06/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
May 2019	Evening and Night Time Offer - Lewisham's vision	26/06/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
May 2019	Rushey Green Primary School Instrument of Government	26/06/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
June 2019	Contract Award Cleaner Air Village	09/07/19 Overview and Scrutiny Business Panel	Kevin Sheehan, Executive Director for Customer Services and Councillor Brenda Dacres, Cabinet Member		

FORWARD PLAN – KEY DECISIONS

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			for Environment and Transport (job share)		
June 2019	Lewisham Gateway - Further Longstop Extension	09/07/19 Overview and Scrutiny Business Panel	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
June 2019	Update on development of Bakerloo Line Extension scheme	10/07/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
April 2019	Revised List of Locally Listed Buildings	10/07/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan, Mayor		
March 2019	Fleet Vehicle Replacement Programme	10/07/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
April 2019	Future options for the Parks Service	10/07/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Sophie McGeever, Cabinet Member for Environment and Transport (job share)		

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
April 2019	Permission to Tender Tier 2/3 Drug Services/Shared Care	10/07/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
May 2019	New Cross Area Framework + Station Opportunity Study Supplementary Planning Document	10/07/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan, Mayor		
May 2019	Change of Age Range at Addey and Stanhope School	10/07/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
May 2019	Approval for Single Tender action for Counter Fraud Hub	10/07/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
May 2019	Performance Monitoring	10/07/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		

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May 2019	Low Emission Vehicle Charging Strategy	10/07/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
June 2019	Permission to Tender Sexual Health Promotion	10/07/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet member for Health and Adult Social Care		
June 2019	Disposal of Downham Business Enterprise Centre	10/07/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
June 2019	Contract Award Out of Hours Switchboard 2019-2022	10/07/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
June 2019	Permission to Procure Youth Services	10/07/19 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		

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
June 2019	Adopting a Residents Charter for Lewisham	10/07/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Paul Bell, Cabinet Member for Housing		
June 2019	Contract Award Refugee Resettlement Service	23/07/19 Overview and Scrutiny Business Panel	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
February 2019	Children and Young People's Plan 2019-22	24/07/19 Council	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
November 2018	Neighbourhood CIL Strategy	24/07/19 Council	Janet Senior, Executive Director for Resources & Regeneration and Mayor Damien Egan, Mayor		
May 2019	Statement of Accounts	24/07/19 Council	David Austin, Head of Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		

FORWARD PLAN – KEY DECISIONS

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June 2019	Appointment of Chief Executive	24/07/19 Council	Adam Bowles, Head of OD & HR and Councillor Jacq Paschoud, Chair of Council		
April 2019	Award of Contract Tier 4 Substance Misuse Framework	18/09/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
April 2019	Anti-Idling Enforcement	18/09/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
June 2019	Disposal of Horton Kirby Centre	10/10/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
June 2019	Disposal of Bryn Coedwig Outdoor Education Centre Alberllefeni Machynlleth	10/10/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
June 2019	Disposal of Tyn y Berth Centre, Corris, Machynlleth	10/10/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and Mayor Damien Egan, Mayor		
February 2019	Insurance Renewal	30/10/19 Mayor and Cabinet	David Austin, Head of Corporate Resources and		

FORWARD PLAN – KEY DECISIONS					
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			Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
April 2019	Contract Award Tier 2/3 Drug Services/Shared Care	20/11/19 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Joani Reid, Cabinet Member for Safer Communities		
August 2018	Lewisham Strategic Heat Network Business Case	11/12/19 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Mayor Damien Egan, Mayor		

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Appendix D

Children and Young People Select Committee			
Title	How living in temporary accommodation affects children	Item No	7
Contributors	Scrutiny Manager		
Class	Part 1	Date	11 July 2019

1. Purpose of paper

- 1.1 As part of its work programme the Committee has agreed to undertake a short review of how living in temporary accommodation affects children.
- 1.2 This paper sets out the rationale for the review, provides some background information on the work that has already been carried out in relation to this topic within Lewisham and sets out proposed key lines of enquiry for discussion and agreement by the Committee.

2. Recommendations

- 2.1 The Select Committee is asked to:
 - note the contents of the report
 - consider and agree the proposed key lines of enquiry for the review, outlined in section 7, and the timetable, outlined in section 8.

3. Policy context

- 3.1 The Council has a new corporate strategy (2018-22) and this review is particularly relevant to the following priorities:
 - Giving children and young people the best start in list
 - Tackling the housing crisis

4. The housing crisis

- 4.1 Temporary accommodation is used by councils to house homeless people.
- 4.2 According to a report published in May 2019 by the London Assembly Housing Committee, the number of London households in temporary

accommodation has risen by 50 per cent in the past five years, reaching 56,560 households in the final quarter of 2018, including 88,500 children.¹

5. What is homelessness?

- 5.1 A person is homeless if they have no legal right to occupy accommodation – for example squatting, sofa-surfing, sleeping rough - or if their accommodation is unsuitable to live in – perhaps due to violence, health problems, severe overcrowding. A person can also become homeless where there is a legal right to occupy accommodation, but they cannot access it, for example because they have been unlawfully evicted.
- 5.2 Homelessness in London is rising due to a perfect storm of factors, illustrated by the graphic below. The private rented sector is overheated and landlords are seeing opportunities for increasing rents and ending assured short-hold tenancies, leaving renters, particularly families, struggling to find an affordable alternative. Loss of an assured short-hold tenancy is now the biggest cause of homelessness in London.
- 5.3 Lack of social housing means that local authorities are having to rely on the private rented sector for homelessness relief. Levels of housing benefit have been capped while rents have rocketed, and the resulting affordability gap has meant local authorities have had to procure placements in other boroughs where accommodation is cheaper or out of the capital altogether. Waiting lists for social housing far exceed available housing stock.
- 5.4 At the lower end of London's lettings market, rents increased 45% in the five years to 2016.
- 5.5 There are around 10,000 households on the housing register in Lewisham and 2,000 homeless households in temporary accommodation. This includes those on Lewisham's housing register that are placed in out of borough temporary accommodation². A detailed look at available data will be undertaken as part of the review.

¹ https://www.london.gov.uk/sites/default/files/temporary_accommodation_report_-_living_in_limbo_-_final.pdf

²

<http://councilmeetings.lewisham.gov.uk/documents/s65666/07%20resident%20engagement%20scoping%20paper%20-%20040619.pdf>

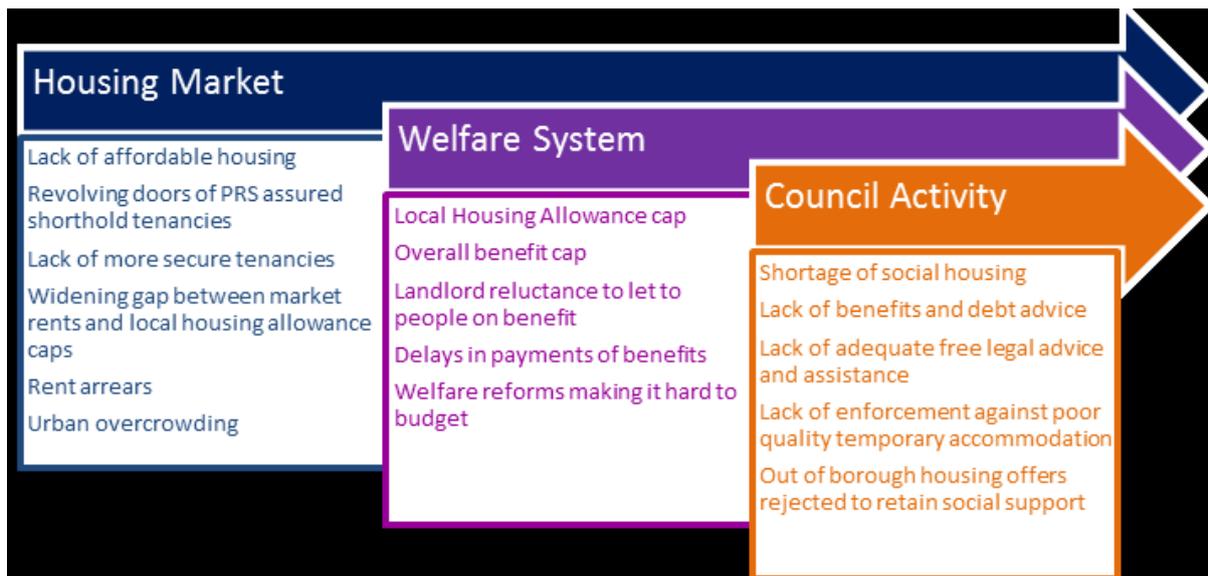


Fig. 1 Drivers of Homelessness

6. Statutory duties of the local authority³

- 6.1 Where a person is homeless or threatened with homelessness⁴ within 8 weeks, the council has a duty to provide a plan to prevent homelessness, or provide accommodation for at least 6 months.
- 6.2 Councils can place applicants in emergency accommodation, such as a B&B or a hostel, while investigating a homeless application.
- 6.3 If the council accepts a duty to house the applicant, the council must then provide suitable temporary accommodation until a final offer of permanent accommodation can be made. Permanent accommodation may be an assured shorthold tenancy in the private rented sector, or a more secure tenancy in the social rented sector, either in the local area, or further afield if it is not reasonably practicable to find accommodation in the borough.

7. Key lines of enquiry (KLOE)

- 7.1 It is proposed that the review takes place over one meeting and looks to hear from families, schools, officers, research to address the following key lines of enquiry:

³ The main homelessness duties are provided under Part 7 of the Housing Act 1996.

⁴ This duty does not extend to those who do not meet immigration or residence conditions. In such cases the council need only offer general advice/ signposting.

1. What are the homelessness and temporary accommodation rates in Lewisham? In London? What percentage of households living in temporary accommodation include school age children?
2. What is the geographic spread of Lewisham families in temporary accommodation?
3. How does living in temporary accommodation affect children? What data is available that illustrates the impact on children's:
 - i. physical health
 - ii. mental health
 - iii. cognitive development
 - iv. academic attainment
 - v. opportunities in adulthood.
4. What can we learn from the lived experience of families living in temporary accommodation?
5. How do schools support children living in temporary accommodation?
6. What other support is available for children in temporary accommodation?

8. Timetable

- 8.1 Evidence gathering through visits to schools (September/ October)
- 8.2 Call for evidence (via the council website) from families with children that are living, or have recently lived, in temporary accommodation (Aug-Sept). (Members and the Council's Communications Team will be asked to promote this via social media channels)
- 8.3 Desktop evidence research.
- 8.4 Evidence from council officers.
- 8.5 The final report (collating the above evidence) will be considered at the CYP Select Committee meeting on 5 December 2019.

9. Further implications

- 9.1 At this stage there are no specific financial, legal, environmental or equalities implications to consider. However, each will be addressed as part of the review.