

Children and Young People Select Committee Agenda

Thursday, 13 July 2017
7.00 pm, Committee Room 2
Civic Suite
Lewisham Town Hall
London SE6 4RU

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

Part 1

Item	Pages
1. Minutes of the meeting held on 28 June 2017 <i>To follow.</i>	
2. Declarations of interest	1 - 4
3. Responses to Referrals to Mayor and Cabinet <i>No responses are due.</i>	
4. Human Trafficking <i>Guest speaker - Tamara Barnett, Human Trafficking Foundation</i>	
5. Lewisham Learning Partnership <i>To follow.</i>	
6. Safeguarding Services 6-monthly report	5 - 14
7. Child Sexual Exploitation Update	15 - 22
8. Update on Ofsted Improvement Plan	23 - 54
9. Select Committee work programme	55 - 70
10. Referrals to Mayor and Cabinet	

Children and Young People Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 13 July 2017.

Barry Quirk, Chief Executive
Tuesday, 4 July 2017

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

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	Xx 2016

Declaration of interests

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

1 Personal interests

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

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

2 Disclosable pecuniary interests are defined by regulation as:-

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

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

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

(3) Other registerable interests

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

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

(4) Non registerable interests

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

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

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

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

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

(6) Sensitive information

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

(7) Exempt categories

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

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

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CYP SELECT COMMITTEE		
Report Title	Report on Safeguarding Services	
Key Decision	No	Item No.
Ward	All	
Contributors	Director Children's Social Care	
Class	Open	Date: 13 th July 2017

1. Purpose and Summary of the Report

1.1 This report provides an overview of safeguarding activity between January 1st 2017 and May 31st 2017. The report does not comment on Child Sexual Exploitation as this is the subject of a separate stand-alone report to the CYP Select Committee.

1.2 The report will cover the following areas:

- Policy and legislative context of safeguarding activity.
- Referrals received
- Overview of children subject to child protection plans
- Enquiries made under Section 47 of the Children Act 1989 where there are concerns that children are at risk of significant harm.
- Safeguarding children from inappropriate conduct by people who work with them in a voluntary or paid capacity.
- Serious Case Reviews.

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 Act 1989](#) imposes a statutory duty on local authorities to safeguard children in their area.
- [The London Child Protection Procedures 2016](#) have been adopted by all London Local Authorities and LSCBs.
- [Working Together to Safeguard Children 2015](#), 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.
- The actions described in this report are consistent with the Council's corporate priorities as set out in the Borough's Sustainable Community Strategy 2008-2020. The safeguarding activities outlined in the report also align with the Council's priorities regarding young people's Achievement and Involvement, Protection of

Children and Community Leadership and Empowerment. The activities and their outcomes are also in line with the Children and Young People's Plan 2015-18 particularly around children staying safe, being healthy and active and raising achievement and attainment.

4 Multi-Agency Safeguarding Hub (MASH) and Early Help

- 4.1 The most significant development to how we provide safeguarding services locally has been the refocusing of the MASH and provision of a new Early Help Team all working to the partnership's threshold for service document, the 'Continuum of Need,' which was launched in January 2017. In February 2017, the use of the Common Assessment Form (CAF) as a referral and assessment tool was discontinued and the Early Help Module (EHM) for recording, tracking and reporting on all new referrals to Children's Social Care, serviced through the new MASH and Early Help teams, was introduced. This new online referral form is the main tool for all hard copy safeguarding referrals as other access routes are safely phased out; telephone enquiries remain. Requests for targeted support also come through this route so that we provide the right help to match the referral concern.
- 4.2 As part of the Council's investment in a safe and responsive "front door" into Children's Social care the new Early Help team provides advice and support to other parts of the professional network. Increased resourcing to the MASH has provided additional social work and management capacity. This is mirrored by additional capacity from the key agencies represented within the MASH setup. This investment will improve the response to referrers and support families by providing the right help, from the right worker in a timely way

5 Numbers of Referrals to Children's Social Care

- 5.1 The table 1 below indicates the number of referrals received by Lewisham's Children's Social Care (CSC) to the end of May 2017. The referral rate is consistent month on month in +/- 50 range. The dip in April coincided with the School's Easter holiday. There is a lower level of conversion from contact to referral as previously reported but this remains an area for scrutiny. Current analysis suggests that the introduction of the new referral pathways outlined above, has led to some initial teething difficulties, as all contacts are routed through the MASH, resulting in increased numbers of contacts being recorded.

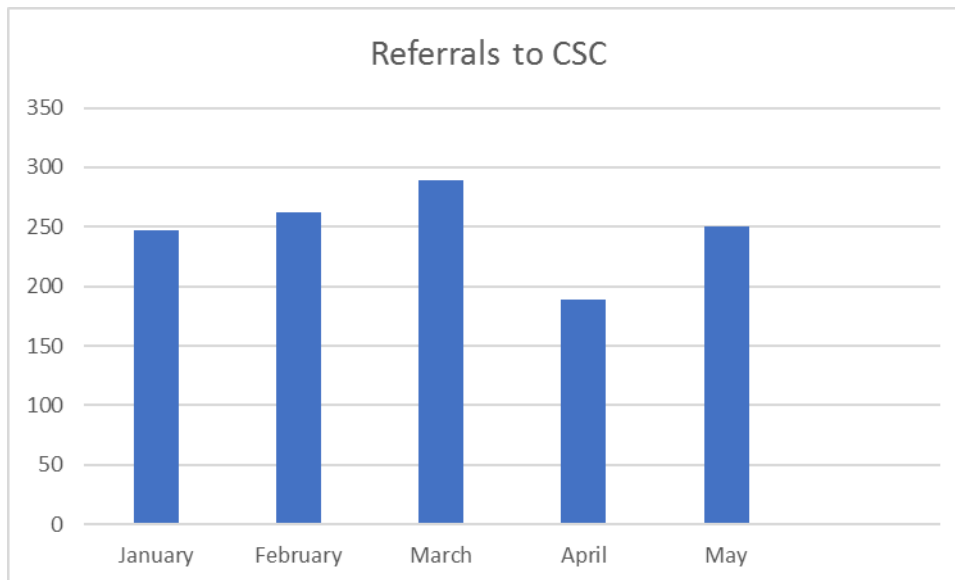


Table 1

5.2 The following 3-month snapshot demonstrates referral source by agency. The overall picture shows the majority of referrals originating with Police and Schools, Health services generate a small percentage of referrals within this cohort of children.

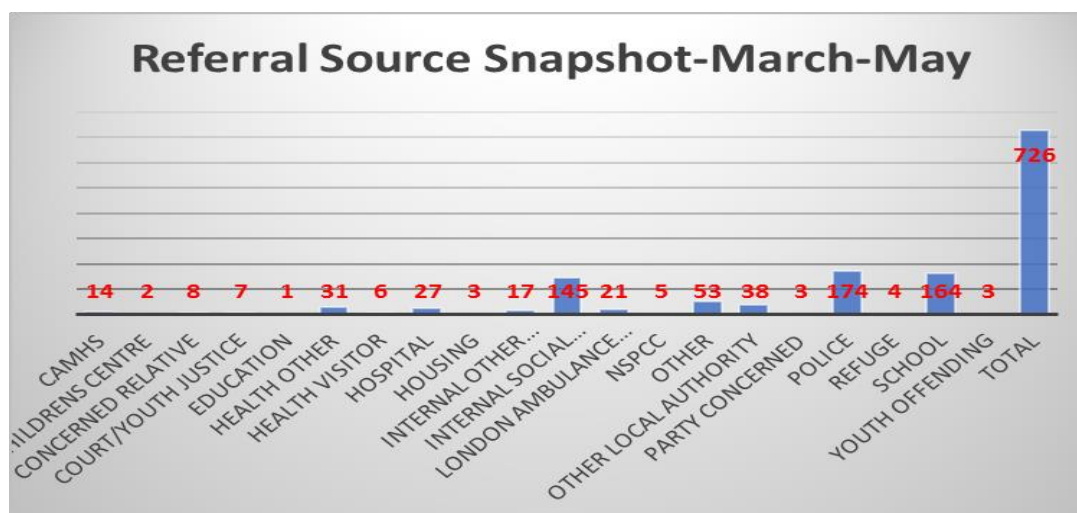


Table 2

6 Enquiries under Section 47 of the Children Act 1989

6.1 A section 47 enquiry is the response undertaken when there is a concern that a child is at risk of, or has suffered, significant harm. These enquiries can also follow when a child is taken into Police Protection or is made subject to an Emergency Protection Order. The investigation enables CSC to decide whether further action is needed to protect the child/ren. 517 children and young people were subject to Section 47 enquiries in 2017 up until 31st May. Of these 146 individual children were subsequently made subject to Child Protection Plans.

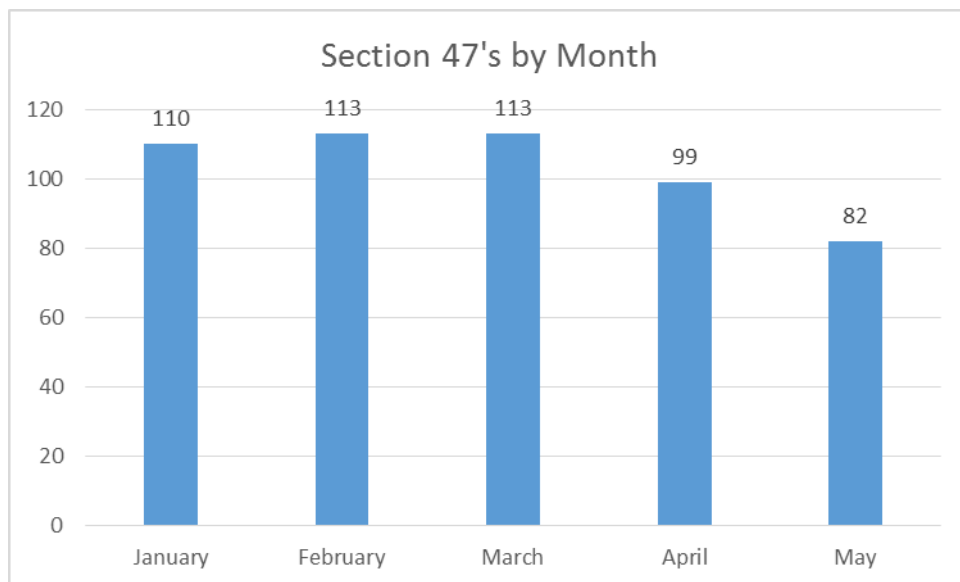


Table 3

6.2 There is a relatively even split between genders with females being only 5% more likely to be subject to a Section 47 process in the period. There is a greater disparity in ethnicity profiles within the cohort at first glance but the Lewisham demographic places that in context. 78% of the Lewisham school population is from BME communities but there is an over-representation of Black African children within initiated Section 47's investigations and an over-representation of White British children when Section 47's recommend Child Protection conferences, which are demonstrated on a later table. We are currently undertaking a dip sample audit in relation to West African families subject to Section 47 processes in particular, to examine the circumstances of the referral and satisfy ourselves that the response is proportionate to the concern. A recent independent audit of management decision making within MASH did not identify that referrals were being progressed to Section 47 inappropriately and that safeguarding activity was appropriate. A review audit will look at this activity again in September 2017 as we benchmark our processes. Overall in this period the number of Section 47 enquiries per 10,000 children in Lewisham at 193 (May 2017) has gradually been getting nearer to the agreed target of 160 and the national average of 148.

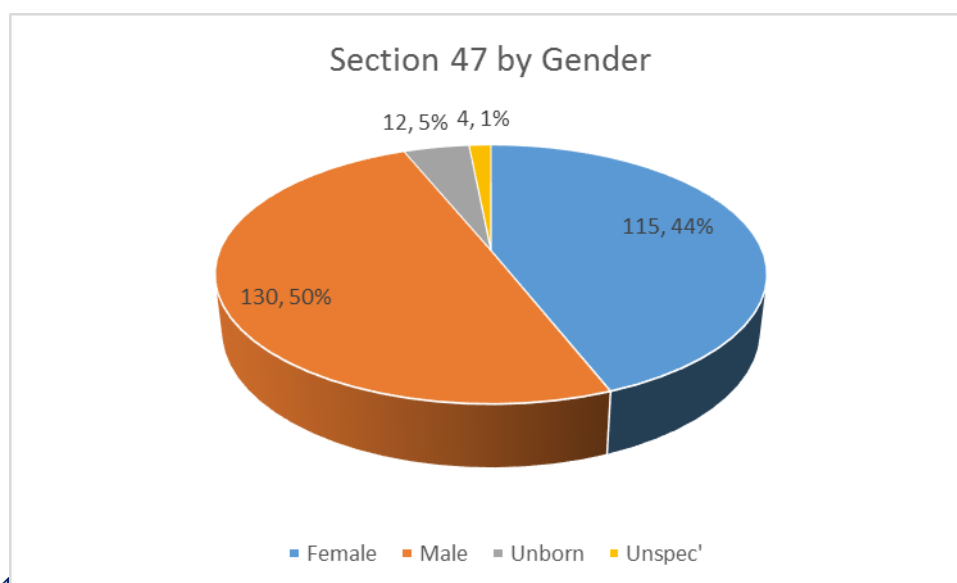


Table 4

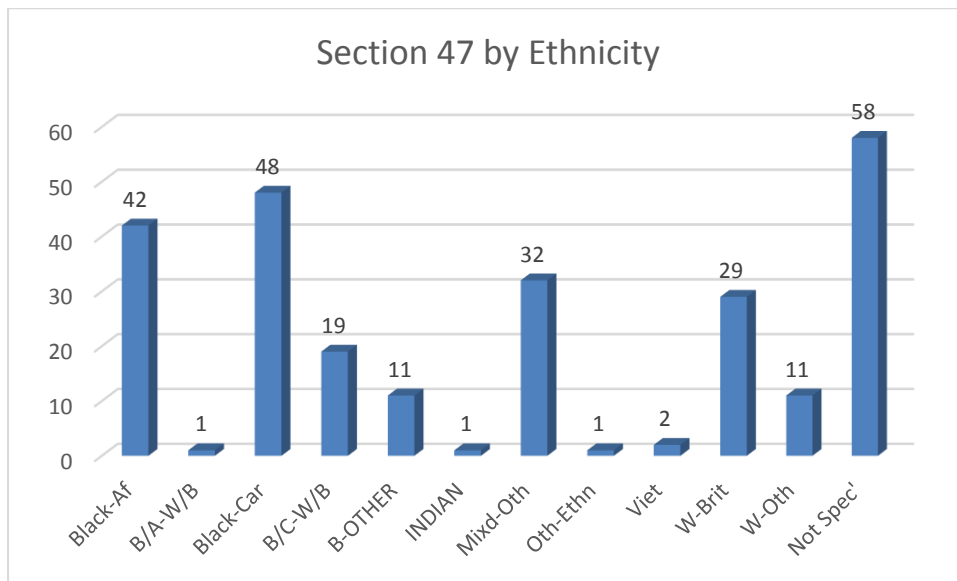


Table 5

7 Children Subject to Child Protection Plans

- 7.1 When Section 47s conclude that children require a social work child protection response this is progressed to an Initial Child Protection Conference. Children become subject to child protection plans via a multi-agency child protection conference which utilizes our Strengthening Families approach, so that families can understand and respond to the concerns raised. Conferences are chaired by our Child Protection Conference Chairs who are sited within the Quality Assurance Unit. The Child Protection Plan formulated at Conference addresses the specific areas of concern for individual children. By setting down the framework and process by which families work with the involved professional network, a focused response to family recovery is provided which prioritizes the child's safety.
- 7.2 When children become subject to a child protection plan, the conference specifies the category of harm that the child has been exposed to:
- Physical Abuse
 - Emotional Abuse
 - Sexual Abuse
 - Neglect
- 7.3 For some children and young people their exposure crosses more than one category and there can be sub-category references or as on the chart below the category of "multiple" concerns.
- 7.4 In the period January to June 2017- 146 individual children became subject to Child Protection Plans. Neglect remains the most likely reason for children and young people to be placed on a Plan with Emotional Abuse the second main

category in Lewisham. There is a significant numerical difference between children on CP Plans for Neglect and Emotional Abuse and the remaining children who are placed on Plans due to Physical Abuse and Sexual Abuse. Most children within the Neglect and Emotional Abuse categories will often be living with families where there are substance and alcohol dependency problems, issues of domestic abuse, mental and physical health issues all culminating often in sustained and chronic neglect. The risks associated with prolonged neglect is such that the current Ofsted Joint Targeted Area Inspection (JTAI) programme is focussed on how well issues of neglect are identified by the children’s partnership locally and how well it is subsequently responded to. In conjunction with the Lewisham Safeguarding Children Board we have developed an updated Neglect Strategy and Children’s Social Care has focussed audit activity within our monthly and thematic audit programmes to capture the quality of our neglect response. There is a need to further explore the lower numbers categorised under both Sexual and Physical Abuse to assure ourselves that this group of children and young people are not a hidden demographic whose needs are unmet, or who are receiving a service but are categorised under more global headings such as Neglect due to a range of vulnerabilities within the family.

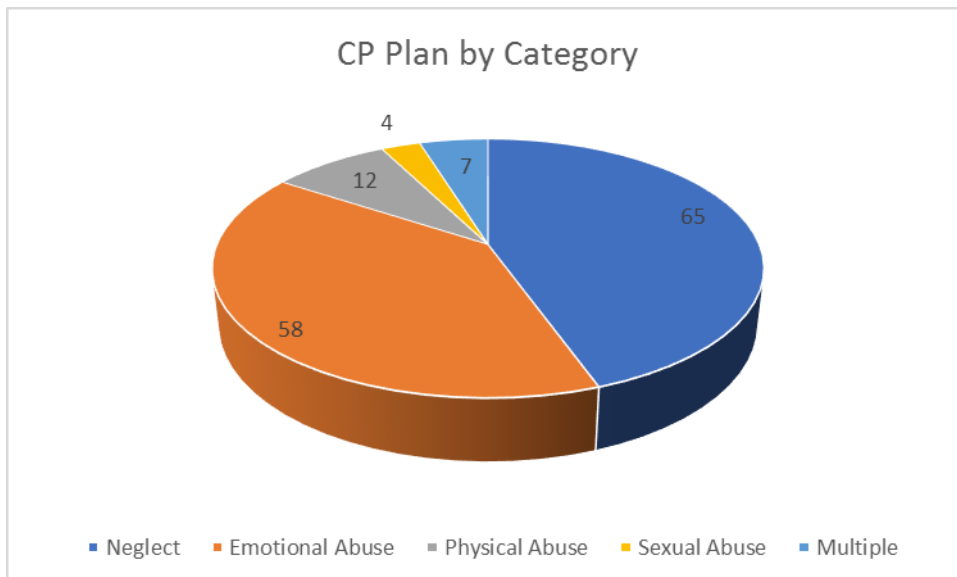


Table 6

7.5 The trend across the period has an overall downward trajectory for the total number of children on Child Protection Plans. There can appear to be significant variations month on month but this is often related to the addition (or removal from Plans) of sizeable sibling groups. Social Work is focused on achieving safe and meaningful change in children and young people’s experience within a defined period. The Service Managers for Family Social Work and Quality Assurance track cases monthly to ensure that cases do not “drift” on plans. Remedial social work and targeted support from the multi-agency network should demonstrate impact by the 2nd review conference at 9 months. This timeframe will allow work to be refocused at the Child in Need tier with parental engagement or alternatively examine whether legal proceedings should be considered.

7.6 The table below indicates the spread of ages for children and young people being made subject to Child Protection Plans in this period.

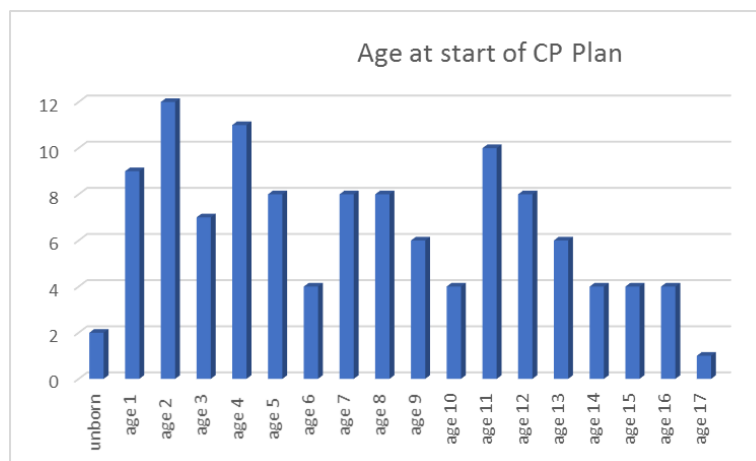


Table 7.

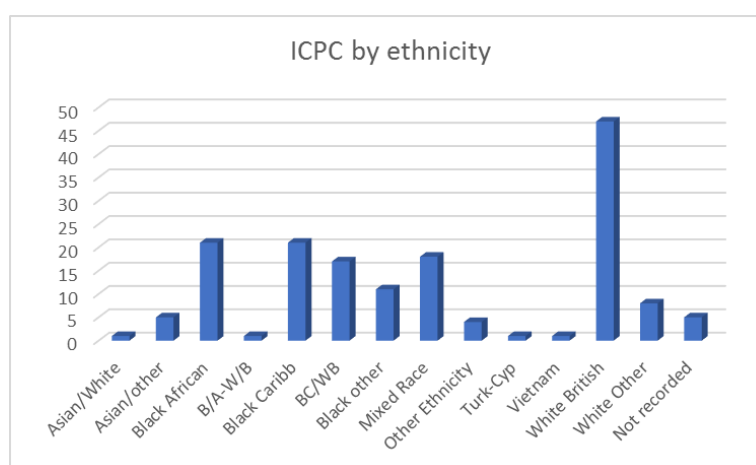


Table 8

7.7 Table 8 above partly tallies with the ethnicity profile mentioned above for S47 enquiries but there is divergence when we compare S47 enquiries for Black African and Black African/White British children. The group with the highest subsequent child protection conference activity is the White-British/White-Other cohort, although the volume of conferences is not significantly at odds with the volume of referrals. Analysis over a longer period suggests that this is a common feature locally. There is a need to understand the figures in relation this trend and our Quality Assurance manager is currently undertaking further enquiry within this area as concerns regarding Black African families appear to be more often resolved at enquiry or become subject to Child in Need rather than Child Protection processes.

7.8 The Family Social Work teams have focused on the reasons for any child or young person being on a Child Protection Plan for more than two years. This has delivered dividends as the relevant families are responded to via Child in Need (CIN) processes or re stepped up to Pre-Proceedings work. However, there are still 24 children belonging to a small number of families who have been on Child Protection Plans for more than two years currently. For some of those the Court has not agreed the Care Plan of removal under Care Orders, while Children’s Social Care believes that risk is such that the CP Plan must be retained. This is a particularly difficult tension as families will often feel vindicated by their

perception that the Court has agreed that there is no risk when it is only that the Court has not found the threshold for permanent removal met. An additional perception amongst some in the multi-agency network is that Child Protection Plans are a more robust framework even where there is a concurrent legal Order in place.

- 7.9 One of the indicators related to post Plan activity is NI64. This does not count the number of children actively on a Child Protection Plan but counts children where the child protection plan has ceased and the child had been subject to a plan for 2 years or more. This indicator has risen with greater focus on progressing children to Child in Need processes or to other pathways to permanence for children and young people.
- 7.10 For some children and young people a further period on a child protection plan is not an indicator of poor support but a change in family circumstances. For some families the arrival of an additional child can tip them back into a previous pattern of neglect that had shown improvement; for others it can be the arrival of a new partner or the death of a previously protective adult such as an involved grandparent. The proportion of children subject to repeat child protection plans (13.9%) is below our statistical neighbours (14.9%) and the national average (17.9%) but remains an area for oversight and monitoring to ensure that child protection plans remain the most appropriate pathway to support and review the relevant families.

8 Serious Case Reviews (LSCB)

- 8.1 The three Serious Case Reviews the LSCB commissioned in 2015/16 related to:
- A mobile, troubled and very young family where the children sustained injuries
 - One young person's suicide
 - The death of a young person with disabilities who was subject to a CP Plan at the time of his death.

These have now been completed. Two of the reports have not been published as yet and the decisions on whether or how to publish remain with the Chair of the LSCB in conjunction with the National Panel who advise on serious case review publication. The learning from these reviews has been shared across agencies and will continue to be disseminated. Some of the key overall messages include:

- The need for clearer arrangements regarding the management and intervention with cases of neglect.
- The need for robust MASH and Early Help arrangements to be in place including clear mechanisms for step up/down to /from Children's Social care.
- Ensuring that children's voice and lived experience is always fully considered within assessments and interventions.
- The importance of supervision and support for practitioners to address challenge from parents/caregivers.

9 The Designated Officer (formerly the Local Authority Designated Officer - LADO)

- 9.1 The Designated Officer is a statutory role defined in statutory guidance 'Working Together to Safeguard Children.' The Designated Officer is responsible for the management and oversight of allegations against people that work with children. It is not an investigative role but provides specialist advice and support to employers where an alleged offence is committed or an alleged offender is employed. The investigative responsibility is retained by the individual's employer or the Police if an offence has been committed.
- 9.2 The Designated Officer addresses co-ordination of enquiries and convenes strategy meetings which oversee child protection enquiries related to someone employed to work within the Children's workforce.
- 9.3 An annual report is provided to the LSCB on the work of the Designated Officer and due to the increasing activity related to this field of work capacity has been increased to ensure that safeguarding responsibilities are met.

10 Legal Implications

- 10.1 None

11. Crime and Disorder Implications

- 11.1 The police are key partners in safeguarding children.

12. Equalities Implications

- 12.1 Equalities factors are addressed in the body of the report. The report identifies that the White British population of Lewisham is disproportionately affected by safeguarding issues as they relate to Child Protection Conferences. Children from Black African families are over-represented at initial enquiry stage within Section 47 investigations.

13. Environmental Implications

- 13.1 None.

12. Background documents and originator

- 12.1 If there are any queries on this report, please contact Stephen Kitchman, Director, Children's Social Care on
Tel: 0208 314 8140
Email: Stephen.Kitchman@Lewisham.gov.uk

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CYP SELECT COMMITTEE		
Report Title	Child Sexual Exploitation Update	
Key Decision	No	Item No.
Ward	All	
Contributors	Head of Crime Reduction and Supporting People Director Children's Social Care	
Class	Part 1	Date: 13 July 2017

1 Purpose of the Report

- 1.1 This report is an update on the current understanding, work and issues in relation to Child Sexual Exploitation/ Peer on Peer abuse within the Borough.

2 Recommendations

- 2.1 To note the paper and agree further updates

3 Policy Context

- 3.1 Child Sexual Exploitation (CSE) is one of the Lewisham Safeguarding Children Board's (LSCB) and the Lewisham Children and Young People's Plan key priorities. The 17/18 Safer Lewisham Partnership Plan identifies Peer on Peer abuse (under 25 year old) and gender based violence as key priorities under the broader priority of all violence.

4 Overview

- 4.1 Child sexual exploitation (CSE) is one of the Lewisham Safeguarding Children Board's (LSCB) and the Lewisham Children and Young People's Plan key priorities. It is one of the 3 priorities of the Lewisham Violence Against Women and Girls (VAWG) strategy. The 16/17 Safer Lewisham Partnership Plan identifies Peer on Peer abuse (under 25 year old) and Violence Against Women and Girls as 2 of its 4 priorities.

- 4.2 Child Sexual exploitation is defined as the as:

"...a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology."Dfe February 2017.

- 4.3 The Lewisham Safeguarding Children's Board has overall responsibility for ensuring there is a coordinated, multi-agency response to children at risk of sexual exploitation, going missing or being exploited and/ or trafficked. A subgroup of the LSCB, the MET (Missing, Exploited and Trafficked) Board, has been established to provide strategic oversight of missing, exploited and trafficked children. Two other boards report to this group, a tactical group which meets monthly and a weekly operational group reviewing individual children and young people for whom there are MET concerns and holding these within a single list of children/young people at risk with regard to with features of CSE, Missing and Serious Youth Violence.
- 4.4 The MET Board has accountability for delivery of the MET strategy that has previously been presented to Select Committee.
- 4.5 Based on the single list between January – June 2017 there were 25 cases referred with a CSE concern to the MET, some of these will be young people repeat concerns as well as newly identified. Of these 3 are RAG rated as a High concern. Thirteen of these children/young people were ages 9-14, with the remainder being 15 and above. Of those on the single list there is a correlation for many between CSE and serious youth violence. The report below outlines partnership activity and developments since the last Select Committee to address identified need.

5 Update from last Select Committee

- 5.1 The previous Select Committee presentation regarding Child Sexual Exploitation identified the following areas for further update:
- Completion of the peer on peer abuse analysis and assessment.
 - Work with Safer London and MsUnderstood Partnership, to further understand the local issues and embed a wide scale training and delivery in relation to Peer on peer abuse.
 - Developed the revised delivery new structures and joint planning agenda.
 - Reviewed the Greenwich University research on CSE models and how Lewisham's 'Missing, Exploited and Trafficked (MET) approach may shape the London wide model.
 - Development of Lewisham MET response

6 Peer on peer abuse analysis and assessment

- 6.1 In March 16, the Safer Lewisham Partnership prioritised Peer on Peer abuse of under 25 year olds based on its annual strategic needs assessment and emerging trends where greater consideration of complex adolescents was required. The Borough recognised the separate focus on areas such as Serious Youth Violence, Child Sexual Exploitation, Domestic Abuse and Harmful Sexual Behaviour but was

keen to understand if there were any cross overs, similar risk indicators and any learning to be shared in considering young people as complex adolescents and not labelled, often negatively as Looked After Children, Young Offender or Victim of crime.

6.2 The following areas were considered as requiring partnership commitment for focus:

- A full understanding about the issues of Peer on Peer abuse in Lewisham across the whole children's economy.
- Commitment to supporting the Trauma Informed Approach in our collective response to this client group.
- A universal programme for schools covering all aspects of peer on peer abuse.
- Continued development of the work of the MET (Missing, Exploited and trafficked) and the Serious Youth Violence Prevention Panel.
- Review of all partners assessments and consideration of contextual/environmental risks.
- Partnership commitment to considering contextual risks in all the work on Peer on Peer Abuse.
- Mapping of peer groups and drugs markets as it impacts in Lewisham.
- Support training for all practitioners along with on line briefings to support ongoing knowledge building and information sharing.
- Building on a community trauma informed approach/ restorative approach/building network of Trusted Adults within communities.
- In order to effectively raise awareness of issues facing young people online this social media gap must be closed to the greatest degree possible, without this facilitators and educators lack credibility when addressing the issue from the perspective of young people.
- Many young people expressed surprise to learn of the permanence and long-term effects of information which is put online. Effective education may include using case studies of people adversely affected by the release of private information online.
- Ensure the 5 key messages developed by young people are shared and used proactively to support this agenda.

7 Work with Safer London and MsUnderstood partnership to further understand the local issues and embed a wide scale training and delivery in relation to Peer on peer abuse. Review the new structures and joint agenda.

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

- The MET process and Serious Youth Violence prevention Panel was seen as a strength. With the Frequency people connected to understand what is going on and the changing nature of the problems. There was recognition that the peer on peer abuse

and its different forms and different responses were clear and had the link up for adolescent risk

- There was comment about the language used by practitioners with positive reflection. The chairing of meetings was recognised as strong, balancing sympathetic approaches to professional approaches.
- It was noted that Professionals really care about the young people and really know the cases. There was Drive and commitment in senior management and clear agreement to ensure the contextual engagement agenda was developed going forward
- “It is evident from the Single List, which weekly monitors cases where young people have been identified as Missing, Trafficked, CSE that there is some level of cross over with those involved in Serious Youth Violence.”
- Young people identified within the Missing, Exploited and trafficked Cohort (which includes CSE) spoke about their experiences.

7.2 Following a Peer on Peer abuse Conference in Lewisham held in February 2017 the following themes and lines of enquiry were identified and discussed:

- The definition of abuse is still considered as an adult on a child and not in the context of peer on peer abuse.
- Group dynamics are underestimated – do we fully understand those who are the leaders / followers/ the trauma caused within the group etc. It is often not perceived as serious.
- The relationship between public and social spaces – harmful attitudes are Present, the behaviour becomes normalised and parents/ practitioners can't protect them.
- Early responses to victimisation is critical to dealing with peer groups.
- Peer influences are very powerful and important – these can and should be positive factors. Are there safe spaces?
- How do current assessment forms enable assessing peer dynamics.
- Is there a joint partnership approach to dealing with contextual risk.
- Programmes and projects within the community should not be duplicating what social workers do – it should not be focused solely on the outcome for individuals but the outcome for the community.
- Disruption at all angles is essential; we have to change the situation not just the young person. It's critical to not just displace the people. The importance of the notion of a safe environment is important in bringing long term change.
- These new challenges need new approaches. The workforce need leadership buy in and giving permission to deliver in this new way and inclusion of a trauma informed approach.
- Trauma is not being able to put language to something which is addressed through fear, shame or injustice.

- Highly stressed professionals do not lend themselves to working positively for traumatised people.
- How services are presented is important.
- Building a trustworthy relationship for a child is imperative.

7.3 Given these findings it is important to consider whether:

- Our response to peer-on-peer abuse is focused.
- Our assessments of risk and interventions with young people, recognise that individual experiences do not cause the abuse that they experience, but may be used by others who have power over them.
- A focus on individual risk factors is resulting in some young people being under-identified by services or multi-agency partnership.
- Environmental influences are sufficiently accounted for in both risk assessments and interventions – do we intervene with contexts or just individuals?
- There is confidence in your understanding of consent, and recognise the ways in which environments, contexts and relationships can limit the safe choices available to young people.
- Our interventions attempt to control young people's choices or open up safer choices for them to consider.

7.4 A self-assessment/ evaluation of the MET processes is being undertaken, this will consider the weekly mapping and monitoring of the children on the single list and the monthly trend analysis and oversight of the strategic MET group as well as interdependencies with other panels. Learning will be incorporated into the MET Strategy and Plan.

8 Greenwich University Research

8.1 This work has concluded with some recommendations made in relation to Domestic Abuse. These will help shape further multi agency developments in our collective response to Domestic Abuse.

9 Development of Lewisham MET Response

9.1 The National Society for the Prevention of Cruelty to Children (NSPCC) was commissioned by the Clinical Commissioning Groups (CCGs) of Bromley, Lambeth, Lewisham and Southwark to undertake a mapping exercise across their boroughs relating to child sexual abuse (CSA) and child sexual exploitation (CSE).

9.2 This exercise undertook the following:

- map current therapeutic provision;
- identify gaps in mental health and therapeutic services;
- develop a directory of services of specialist organisations working with survivors of CSA and CSE;

- estimated prevalence of CSA and CSE; and, building on this information,
- review of assumptions for staffing levels should a Child House be developed in London for the South East sector.

9.3 This work is ongoing and London wide developments are in train.

10 Missing Children/Young people Response

10.1 As part of our Ofsted Improvement plan we have further strengthened our response to young people who go missing from home or care. St Christopher's, a specialist voluntary sector organisation, have been commissioned to provide return interviews for missing young people and also provide follow up independent support work as required. For the first quarter December to February 2017 the service worked with 33 young people who had been referred due to missing issues. Of these children 15 were looked after. The most common reason for going missing was staying with friends (6 young people) but more concerning reasons were also apparent such as County Lines involvement (4 young people.).

10.2 We are receiving both monthly and quarterly reports from St Christopher's and are working with them to further enhance their reach and the qualitative analysis of data from their engagement of young people.

11 Christine Christie Service User Journey CSE - Department of Health CSAE Research Project

11.1 This research is focussed on young women who have experienced CSE and/or serious intimate partner violence. The researcher is interviewing the young women about her experience, interviewing the professional who acted as keyworker and undertaking a file audit together with the professional. This work is due to report back in the autumn. Other London boroughs are also engaged with this work, which will allow us a Lewisham perspective as well as comparator opportunity.

12 CSE Awareness Day

12.1 CSE national awareness day was on 18 March 2017. In Lewisham the partnership held a number of different activities spanning across two weeks, these included:

- A stall at Lewisham shopping centre – Police and Safer London Foundation handing out leaflets and talking to members of the public to raise awareness.
- Workshops at Lewisham library, aiming to raise awareness with parents (NSPCC, Police, Safer London Foundation).
- Primary and secondary school assembly briefings (Safer London Foundation).
- Information disseminated via Headteacher's mailing & 'parent mail'.

- Social media – daily tweets by LSCB, Police, Lewisham council.
- ‘if you see it , say it’ – targeting taxis, licenced premises, hotels.
- Police briefings for neighbourhood officers.
- Briefings to care homes in the borough (CSC & Police).
- Workshops at Youth Clubs.
- Displays in Sexual Health Clinics.
- LSCB multi-agency briefing for professionals.

13 E-Safety

- 13.1 A borough wide E-Safety policy has been drafted and will be presented for endorsement at the next Lewisham Safeguarding Children Board. This is an emerging area of significant risk and concern and a comprehensive approach including wide scale education on the issues and risks is required.
- 13.2 A refresh of the Dataset has been agreed to include more qualitative indicators as much as quantitative measures.

14 Next Steps

- 14.1 There are a number of areas that are being reviewed and developed and further updates will be provided to select committee on progress. These include:
- Department of Health case review
 - Refreshed data set and analysis
 - E-safety policy
 - Implementation and adoption of the recommendations from the peer on peer abuse report and Bedfordshire University’s Review.

15 Financial Implications

- 15.1 The work described in this paper is intended to be delivered within existing budget allocation.

16 Legal & Human Rights Implications

- 16.1 The Local Government Act 1999 places a duty on the local authorities to secure continuous improvement in the way its functions are exercised having regard to the combination of economy, efficiency and effectiveness.
- 16.2 These statutory duties amongst others feed into the Council's Children and Young People Agenda.

17 Equalities Implications

- 17.1 Developing safe and secure communities is central to the work of the Council as a whole. The CSE agenda focuses on all young people at risk of exploitation with a significant number being female and under 16.

18 Crime and Disorder Implications

- 18.1 Section 17 places a duty on partners to do all they can to reasonably prevent crime and disorder in their area. The level of crime and its impact is influenced by the decisions and activities taken in the day-to-day of local bodies and organisations. The responsible authorities are required to provide a range of services in their community from policing, fire protection, planning, consumer and environmental protection, transport and highways. They each have a key statutory role in providing these services and, in carrying out their core activities, can significantly contribute to reducing crime and improving the quality of life in their area.

19 Environmental Implications

- 19.1 Key decisions made which may have environmental implications will be consulted about all agreed activity before proceeding.

20 Background Documents and Originator

- 20.1 Peer on Peer Abuse – March 17 (Appendix A).
- 20.2 For further information on this report please contact Geeta Subramaniam-Mooney Head of Crime Reduction & Supporting People, Directorate for Community Services on 0208 314 9569 and Stephen Kitchman, Director Children’s Social Care on 0208 314 8678.

Committee	Children and Young People’s Scrutiny Select Committee		Item	
Title	Ofsted Improvement Plan Update			
Wards	All			
Contributors	Executive Director for Children & Young People, Director of Children’s Social Care			
Class	Part 1	Date	13 th July 2017	

1. Introduction

- 1.1 This report sets out progress made to date, in implementing the improvement plan, which was developed following the statutory inspection of children’s social care in Lewisham by Ofsted which was published in January 2016.
- 1.2 The previous update report, with an improvement plan appended to it, was presented to the Children and Young People’s Select Committee on 19th April 2017.

2. Recommendations

- 2.1 The Children and Young People’s Select Committee is recommended to:
 - i) Note and comment on the contents of this report

3. Policy context

- 3.1 The purpose of an Ofsted inspection is to assure children and young people, parents, the public, local authorities and government of the quality and standard of the service provided. This inspection was conducted under s136 Education and Inspections Act 2006.
- 3.2 The actions described in this report are consistent with the Council’s corporate priorities as set out in the Borough’s Sustainable Community Strategy 2008-2020. In particular, the proposals relate to the Council’s priorities regarding young people’s Achievement and Involvement, Protection of Children and Community Leadership and Empowerment. The actions are also in line with the Children and Young People’s Plan 2015-18 and the four outcomes of building resilience, staying safe, being healthy and active and raising achievement and attainment.
- 3.3 Progress monitoring for the Ofsted improvement plan is subdivided into four reporting periods as follows: February to April 2016; May to July 2016; August

to October 2016 and November 2016 to January 2017. This report represents a progress summary for the final quarter, it is proposed that the small number of action sthat have exceeded the target completion date will be addressed within the Children’s Social Care Business Plan and that confirmation of completion will be provided to Select Committee.

3.4 The appended quarterly report contains detailed information on progress against the 15 actions due for completion during this reporting period. The approach used to categorise progress is as follows:

- Actions completed by the target completion date are rated ‘green’
- Actions that are not completed by the target completion date are rated ‘red’

3.5 The table below provides a snapshot of progress for the fourth quarter (Nov 2016 to Jan 2017).

Criteria	Number
Total number of actions due for completion this quarter	15
Actions completed by deadline	9
Actions that are not completed by deadline	6

3.6 Examples of the 10 actions completed during this reporting period include the following:

- Undertake local awareness process and awareness raising to increase understanding of the interface between domestic violence and the wider VAWG agenda and CSE
- Procure external performance partner for twice yearly service challenge, reporting to the Chief Executive and Cabinet Member
- Develop and implement updated sufficiency strategy for Looked After Children’s placements

3.7 The 5 actions not completed during this reporting period are as follows:

- Introduce performance scorecard for Referral and Assessment and MASH
- Implement new performance framework for early help, including qualitative assurance
- Implement Liquid Logic CSE module
- Deliver a revised Children’s Social Care Performance Framework including reporting framework to elected Members and CYP strategic partnership

- Review Plan templates on Children’s Social Care ICS for Child in Need, Children subject to Child Protection Plans, Children Looked After and Care Leavers; ensure plans are child focussed and accessible to children, young people and their carers.

3.8 For completeness, the table below summarises progress against all 61 actions in the improvement plan. This additional information is provided to give the Partnership an overall view with regard to direction of travel. The classification for this dashboard includes: actions ongoing within deadline (rated ‘amber’) and actions that are not completed by deadline or are unlikely to be completed by deadline (rated ‘red’).

Criteria	Number
Total number of actions in the improvement plan	61
Actions completed by deadline	56
Actions ongoing within deadline	0
Actions that are not completed by deadline or are unlikely to be completed by deadline	5

3.9 It should be noted that in developing this plan, officers have been keen to expedite work on areas for improvement. However, in some instances and for differing reasons, the anticipated completion target dates have not been met. For these actions, some of which are rated ‘red’, the quarterly report makes recommendations for the target completion deadline to be extended and the reasons for the delay.

4. Deadline revisions

4.1 The Children and Young People’s Select Committee is invited to note the deadline revisions for improvement plan actions.

5. Legal implications

5.1 This inspection was conducted under s136 Education and Inspections Act 2006. Following the inspection a report must be provided to the Local Authority and published, containing any recommendations. The Local Authority, in its turn, must address those recommendations by way of an action plan, again ensuring that this is published, for ongoing audit by OFSTED

6. Financial implications

6.1 There are no direct revenue implications arising for this report. The improvement plans may identify that extra expenditure is required in the future. In the first instance this will be managed through the current Children and Young People’s budget. There are no capital implications from this report.

7. Crime and disorder implications

- 7.1 Section 17 of the Crime & Disorder act 1998 places a duty on partners to do all they can to reasonably prevent crime and disorder in their area. The level of crime and its impact is influenced by the decisions and activities taken in the day-to-day of local bodies and organisations. The Local Authority as a responsible Authority has a key statutory role in contributing to reducing crime and improving the quality of life in their area.

8. Equalities implications

- 8.1 The development, implementation and monitoring of the Ofsted improvement plan sits within the ambit of Lewisham's Comprehensive Equalities Scheme (CES) 2016-20. Specifically, the Ofsted improvement plan accords with the following CES objectives:

- tackling victimisation, discrimination and harassment
- closing the gap in outcomes between citizens
- improving access to services
- increasing participation and engagement

Ofsted Improvement Plan

Monitoring Report: Quarter Four (Nov 16 – Jan 17) as of 2017

1. Introduction

This report brings together performance monitoring information for the Ofsted improvement plan. The information contained in this report is made up of the following:

- Progress dashboard for all actions to date
- Progress summary for actions in the current quarter
- Progress summary for all actions in the improvement plan

2. Progress dashboard for all actions to date

The table below provides an overview of all actions currently **in progress, completed or slipped to date**.

Action plan			
Total number of actions in improvement plan	Actions completed by deadline	Actions ongoing within deadline	Actions not completed by deadline
61	56		5

3. Progress summary for actions in the current quarter

The methodology used to assess the completion of actions is set out in the dashboard below. A detailed summary of progress against specific actions **commenced and scheduled for completion this quarter**, is also set out below.

Action plan		
Number of actions due for completion this quarter	Actions completed by deadline	Actions not completed by deadline
15	10	5

Ref	Action	Action owner	Status	Progress summary	Target Completion deadline
A. Early help and safeguarding					
1.	Complete review of Referral and Assessment service to include capacity and response of the Emergency Duty Team	Paul King	G	The Referral and Assessment service review has been completed, with agreed outcomes and actions in place. A new action plan, which includes setting out agreed capacity for service delivery, is part of a separate, on-going work stream.	31 st March 2017
2.	Introduce performance scorecard for Referral and Assessment and MASH	Paul King	A	Performance reports have been built and some reports are in place, a deadline of end of June 2017 has been set for the completion of all reports relevant to this action.	31 st Jan 2017
3.	Implement new performance framework for early help, including qualitative assurance	Paul King	A	Performance reports have been built and some reports are in place, a deadline of end of June 2017 has been set for the completion of all reports relevant to this action.	31/01/17
4.	Develop new Audit framework with LSCB re CSC/early help decision making and process requirements	Tom Stevenson / Marinda Beaton	G	A new Audit Strategy & Framework has been developed and approved at SMT. As part of the audit programme there will be a designated sample from cases at the CSC/Early Help threshold to review and evaluate the quality and consistency of decisions at this critical interface. The Quality Assurance Team Manager is working with the R&A/Early Help Team Managers to design internal audit processes that perform the same function on a micro level locally. The launch	30/09/16

Ref	Action	Action owner	Status	Progress summary	Target Completion deadline
				of the Continuum of Need and allied processes for TAF places the audit activity within a defined framework that enables benchmarking to begin.	
5.	Implement Liquid Logic CSE module	Duncan Dewhurst/ Stephen Kitchman	A	The CSE module was installed for development and testing on 12 th June 2017. The module will be fully implemented on 30 th August 2017.	30/04/17
6.	Undertake local awareness process and awareness raising to increase understanding of the interface between domestic violence and the wider VAWG agenda and CSE	Geeta Subramaniam-Mooney	G	Workshops delivered by Dr Carlene Firmin in March and April 2017 took place.	March/April 2017
7.	Ensure Return Interviews analysed monthly to link with service planning and development and partnership response	Paul King	G	St Christopher's have now been commissioned and are delivering independent return interviews; a monthly report of the analysis of these has begun.	30/09/16
B. Looked after children and permanence					
8.	Undertake audit to establish that requirements met based on agreed service standards	Tom Stevenson	G	The monthly audit programme has been reinvigorated and the audit programme sets out the particular areas for examination within LAC Casework and the ongoing suitability of the placement and care plan. The IRO Service also	February 2017

Ref	Action	Action owner	Status	Progress summary	Target Completion deadline
				regularly reviews within their Monitoring Forms whether the quality of social work input and delivery from carers and placement providers continues to meet the needs of children and young people as identified within their Care or Pathway Plans.	
C. Leadership and management					
9.	Procure external performance partner for twice yearly service challenge, reporting to the Chief Executive and Cabinet Member	Sara Williams/ Barrie Neal	G	External consultant, Gary Lamb, has begun work with the executive management team in this regard.	30/06/16
10.	Deliver a revised Children's Social Care Performance Framework including reporting framework to elected Members and CYP strategic partnership	Stephen Kitchman/ Barrie Neal	A	Performance reports have been built and some reports are in place, a deadline of end of June 2017 has been set for the completion of all reports relevant to this action.	30/10/16
11.	Review Plan templates on Children's Social Care ICS for Child in Need, Children subject to Child Protection Plans, Children Looked After and Care Leavers; ensure plans are child focussed and accessible to children, young people and their carers	Spencer Dainton	A	Template review/installation is included in the digital programme project plan for LCS aligned to the full rollout of v12 in August 2017. The project is ongoing and work is progressing.	Align to the roll-out ICS v12 Aug 2017

Ref	Action	Action owner	Status	Progress summary	Target Completion deadline
12.	Deliver workshops to promote best practice in care planning and use of ICS	Spencer Dainton	G	Dates for on-going workshops and training sessions are now in place. The Digital Transformation team is leading on this programme of work and in conjunction with the Quality Assurance Manager will roll out a programme that extends through to 2018. Quality Assurance will address issues around non-attendance at training events as part of a wider remedial response to this issue.	Align to the roll-out ICS v12 Aug 2017
13.	Review procedures to ensure adequate guidance on use and development of plans	Tom Stevenson	G	A Briefing paper was sent to all services on the processes around Plans. There are separate modular training events provided by the IRO Service and the CP Chairs service, to look at the particular practice areas related to good care and protection plans. This is particularly targeted at the large cohort of ASYE staff but also takes in newly recruited staff and there are ongoing training slots for individual social workers who identify a learning need. As part of an aligned delivery model link IRO's and CP Chairs work to different teams and service areas providing a tailored response to particular areas for development.	30/09/16
14.	Review performance data requirements and develop a new performance management framework for CSC, including staff development to promote a performance culture	Stephen Kitchman/ Jo Feeney	G	Performance data requirements have been reviewed and a deadline of end of June 2017 has been set for go live. A new Quality Assurance Framework is in place addressing qualitative indicators and associated improvement.	30/10/16

Ref	Action	Action owner	Status	Progress summary	Target Completion deadline
15.	Develop and implement updated sufficiency strategy for Looked After Children's placements	Jo Hill	G	Presented to and signed off at DMT on 24 th May 2017.	30/10/16

Key Leads and Those Responsible for Actions

Job Title	Current Post-Holder (as of date of Plan Submission)
Chief Executive	Barry Quirk (BQ)
Executive Director for Children and Young People	Sara Williams (SW)
Director of Children's Social Care	Stephen Kitchman (SK)
Head of Crime Reduction	Geeta Subramaniam-Mooney (GSM)
Head of Targeted Services and Joint Commissioning	Warwick Tomsett (WT)
Service Group Manager Policy and Analysis	Paul Aladenika (PA)
Head of Service Change and Technology	Duncan Dewhurst (DD)
Service Group Manager Business Planning, Service Redesign and Performance	Jo Feeney (JF)
Interim Service Manager Quality Assurance	Tom Stevenson (TS)
Service Manager Referral & Assessment and Early Help	Paul King (PK)
Service Manager Family Social Work	Briege Gilhooly (BG)
Service Manager Looked After Children	Tina Benjamin (TB)
Service Manager Children with Complex Needs	Ann Wallace (AW)
Organisational Learning and Development Consultant	Sharon Scott (SS)
LAC Manager	Sarah Sturge (SSt)
Prevention and Inclusion Manager	James Lee (JL)
Project Manager (Early Help)	Katherine Manchester (KM)
Lewisham Safeguarding Children Board Business Manager	Marinda Beaton (MB)
Serious and Acquisitive Crime, Metropolitan Police	DCI Andy Furphy (AF)
IT Project Manager – Adult Social Care	Spencer Dainton (SD)
Head of Corporate Policy and Governance	Barrie Neal (BN)

4. Progress summary for all actions in improvement plan

A. EARLY HELP AND SAFEGUARDING

1. *Review processes within the duty team to ensure that systems to manage contacts and referrals, including domestic abuse notifications, are secure and enable social workers and other professionals to keep children and young people safe and protected, in a timely manner.*

Lead:	Paul King, Service Manager Referral and Assessment
Linked Plan:	SS1 CYPP 2015-18 CSC Business plan 2016-17
Key Partners:	Police, Crime Reduction, Community Safety, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, National Probation, Adult Social Care

a) Expected outcome (what will be different?)

- Clear processes in place from initial referral to CSC to transition to longer term social work team or early help engagement.
- Multi-agency triage in place in line with best practice, with associated performance framework in place
- All service activity within referral and assessment will be completed within 45 working days.
- Detailed service performance information allows capture of efficiency, effectiveness and demand trends to inform service and commissioning development.

b) Measures of success (how will we know we have achieved it?)

- Suite of performance indicators in place in new Early Help Strategy with clear targets and evidence that targets are met
- Multi Agency safeguarding Hub (MASH) in place with required partnership engagement; associated performance indicators evidence targets met
- Performance framework evidences impact regarding, timeliness and safeguarding activity
- Service standards met against quality assurance framework
- Audit activity indicates required processes adhered to and undertaken in a timely manner

c) Actions	Completion deadline	By whom	Status
1. Develop project plan for review of Referral and Assessment service	31 st July 2016	Paul King	G

2. Complete review of Referral and Assessment service to include capacity and response of the Emergency Duty Team	31 st March 2017	Paul King	G
3. Implement revised Referral and Assessment Service arrangements	31 st Jan 2017	Paul King	G
4. Implement MASH (Multi-agency safeguarding Hub) development plan	31 st Jan 2017	Paul King	G
5. Introduce performance scorecard for Referral and Assessment and MASH	31 st Jan 2017	Paul King	A
6. Include Referral and Assessment Service in thematic audit arrangements with particular focus on thresholds for service and response	1 st April 2016	Tom Stevenson	G
7. Refresh Learning and Development plan for Referral and Assessment service	30 th May 2016	Paul King	G

MONITORING AND IMPACT

d) Action Plan Progress

Action 5: Introduce performance scorecard for Referral and Assessment and MASH

The deadline for the completion of this action falls beyond the life of this plan, therefore this action will be subsumed into the work programme of the CSC Business Plan.

e) Impact: Data and Commentary

f) Recommendations for Further Action

A. EARLY HELP AND SAFEGUARDING

2. Ensure that a revised early help strategy is implemented so that early help is effectively targeted, coordinated and evaluated so that families receive appropriate support when need is first identified.

Lead:	Stephen Kitchman
Linked Plan:	BR2 CYPP 2015-18 LSCB Business plan
Key Partners	Police, Crime Reduction, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, National Probation Service, Children's Centre Providers, Voluntary Sector Partners, Adult Social Care

a) Expected outcome (what will be different?)

- Children and young people receive timely, focussed support responsive to need.
- Focussed co-ordinated activity in place to ensure clear commissioning, delivery and monitoring of early help to vulnerable children and their families.
- Information is triaged effectively at the point of CSC referral to ensure need is clearly understood for appropriate response
- Children's workforce are clear on arrangements and roles and have required skills to ensure vulnerable children's needs are met at an early stage.

b) Measures of success (how will we know we have achieved it?)

- Numbers of Common Assessment Framework (CAF) / Team Around the Child (TAC) arrangements in place with clear targets and qualitative review arrangements in place.
- LSCB/Children's workforce Learning and Development delivered to develop lead professional role.
- Reduction in repeat referrals to CSC
- Revised early help performance framework in place and understood by partnership
- Audit arrangements in place to monitor quality, effectiveness and for corrective action and assurance

c) Actions	Completion deadline	By whom	Status
1. Convene multi-agency Early Help Board with clear governance arrangements in place	28 th February 2016	SK/JS	G
2. Agree new Early help Strategy and disseminate (to be signed off by CYP strategic partnership and LSCB)	30 th Sept 2016	SK/KM	G

3. Revise and re launch early help and safeguarding guidance (Continuum of Need) with endorsement by LSCB.	30 th Oct 2016	PK/MB	G
4. Implement new performance framework for early help, including qualitative assurance.	31 st Jan 2017	PK	A
5. Review the impact of interventions for alcohol and drug using parents and revise the framework for the targeting of these services to parents and their children	31 st March 2017	JL	G
6. Design, pilot and launch Early Help assessment arrangements and request for service systems across partnership	31 st Jan 2017	PK	G
MONITORING AND IMPACT			
d) Action Plan Progress: Action 4: Implement new performance framework for early help, including qualitative assurance The deadline for the completion of this action may fall beyond the life of this plan, therefore this action will be subsumed into the work programme of the CSC Business Plan.			
e) Impact: Data and Commentary			
f) Recommendations for Further Action			

A. EARLY HELP AND SAFEGUARDING

3. Monitor and evaluate the effectiveness of step-up and step-down arrangements between early help and children's social care to ensure that appropriate actions are taken to improve services.

Lead:	Paul King
Linked Plan:	CSC Business plan 2016-17
Partners:	Police, Crime Reduction, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, National Probation Service, Children's Centre Providers, Voluntary Sector Partners, Adult Services

a) Expected outcome (what will be different?)

- Clear, understood arrangements and systems are in place across the children's workforce for referral and exit from Children's Social Care
- Clear arrangements and guidance in place for support to Children in Need under S17 of the Children Act
- Children who require a statutory response receive this in a timely way as well as clear step down support
- Early Help practitioners respond appropriately to risk and harm

b) Measures of success (how will we know we have achieved it?)

- Audit evidence of processes against revised requirements
- Audit of congruence of early help/CSC assessments evidence appropriate decision making
- Re-referrals are minimised

c) Actions	Completion deadline	By whom	Status
1. Implement revised guidance within CSC for step down arrangements to Early Help services	31 st Jan 2017	PK	G
2. Implement revised arrangements for service provision to children in need and their families	30 th Sep 2016	BG	G
3. Develop new Audit framework with LSCB re CSC/early help decision making and process requirements	30 th Sep 2016	TS/MB	G
4. Update performance framework for children in need	30 th Sep 2016	BG	G

5. Roll out single assessment training as core development requirement	15 th Dec 2016	PK	G
6. Monitor single assessment quality within monthly audit tool.	30 th Oct 2016	TS	G
MONITORING AND IMPACT			
d) Action Plan Progress			
e) Impact: Data and Commentary			
f) Recommendations for Further Action			

A. EARLY HELP AND SAFEGUARDING

4. *Ensure that initial strategy discussions include relevant professionals to inform timely decision-making and planning in child protection investigations, as required by guidance.*

Lead:	Paul King
Linked Plan:	CSC Business plan 2016-17
Partners:	Police, Community safety, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, Children's Centre Providers, Adult Services

a) Expected outcome (what will be different?)

- Strategy discussions are informed by timely information from relevant partner agencies
- Strategy meetings include attendance of relevant professionals involved and salient information for decision making

b) Measures of success (how will we know we have achieved it?)

- S47 enquiries are routinely informed by relevant partner information at the earliest point of enquiry
- Audit framework evidences compliance with required standards for information sharing and engagement of partners at initiation of enquiries.

c) Actions

	Completion deadline	By whom	Status
1. Recirculate guidance on initial strategy discussions to relevant social work practitioners and managers	30 th April 2016	PK	G
2. Confirm endorsement of partner engagement via LSCB	30 th May 2016	TS/RR	G
3. Implement revised audit framework to include strategy discussion/meeting engagement of partners, including monitoring within the LSCB Monitoring and Evaluation sub group	30 th Sep 2016	TS/MB	G
4. Review the LADO (Local Authority Designated Officer - who is responsible for allegations against the children's workforce) capacity to ensure that systems can allow for increases of referrals.	30 th April 2016	SK	G

MONITORING AND IMPACT

d) Action Plan Progress

e) Impact: Data and Commentary

f) Recommendations for Further Action

A. EARLY HELP AND SAFEGUARDING

5. *Take action to improve information and intelligence sharing across partners regarding children at risk of sexual exploitation and/or going missing and use this to improve prevention and disruption activity.*

Lead:	Stephen Kitchman, Geeta Subramanian
Linked Plan:	SS1 CYPP 2015-18, LSCB Business Plan 2016-17, CSC Business Plan 2016-17
Partners:	Police, Community safety, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, Children's Centre Providers, Safer London Partnership, Voluntary sector partners; Croydon Council

a) Expected outcome (what will be different?)

- Systems, processes and professional practice ensure partnership information is shared and positively impacts on children at risk of missing/CSE
Risk is identified swiftly and children receive an agile and responsive service that promotes being and feeling safe.

b) Measures of success (how will we know we have achieved it?)

- Performance framework outlines timely decrease in risk rating for young people identified as at risk of CSE/Missing
- The key risk factors for young people in Lewisham are proactively addressed including: county lines/ serious youth violence and CSE and rating for young people identified as at risk of CSE/Missing
- Audit framework outlines that procedures are adhered to and effective in delivering best practice to reduce harm
- Repeat episodes of missing children are reduced

c) Actions	Completion deadline	By whom	Status
1. Undertake awareness raising programme within LSCB and partners including business community to ensure timely identification and referral of concerns to relevant agencies.	30 th Nov 2016	MB/GSM	G
2. Implement Liquid Logic CSE module	30 th April 2017	DD/SK	A
3. Refresh Performance framework regarding missing/CSE, to ensure indicators are linked to impact and data is good quality.	30 th June 2016	GSM/SK/AF	G
4. Refresh CSE governance arrangements, including CSE strategic forum/MASE and operational group and linkage with LSCB and Safer Lewisham Partnership	30 th April 2016	SK/GSM/AF	G

5. Undertake local awareness process and awareness raising to increase understanding of the interface between domestic violence and the wider VAWG agenda and CSE	30 th Nov 2016	GSM	G
6. Include CSE/Missing in CSC and LSCB thematic audit programme	31 st March 2016	KN	G
7. Undertake review of CSE against Ofsted HMIC standards to inform MET strategy	30 th May 2016	KN	G
8. Commission Independent organisation for delivery of return interviews for all missing children and young people	30 th Sept 2016	PK	G
9. Ensure Return Interviews analysed monthly to link with service planning and development and partnership response.	30 th Sept 2016	PK	G

MONITORING AND IMPACT

d) Action Plan Progress

Action 9: Implement Liquid Logic CSE module

The deadline for the completion of this action falls beyond the life of this plan, therefore this action will be subsumed into the work programme of the CSC Business Plan.

e) Impact: Data and Commentary

f) Recommendations for Further Action

B. LOOKED AFTER CHILDREN AND PERMANENCE

5. Ensure that life story work is completed for those children and young people in long-term care who need to know and understand their life histories.

Lead:	Tina Benjamin		
Linked Plan:	CSC Business plan 2016-17		
Partners:	Commissioned Training providers		
a) Expected outcome (what will be different?)			
<ul style="list-style-type: none"> • High quality Life story work is undertaken for all children in long term care at required specification and frequency • Children have a clear sense of their history and are supported with this. 			
b) Measures of success (how will we know we have achieved it?)			
<ul style="list-style-type: none"> • IRO confirmation that life story work initiated/completed at relevant statutory reviews • Audit evidence that life story work has been initiated/completed to required standards 			
c) Actions	Completion deadline	By whom	Status
1. Deliver workshops on life story work for LAC/Leaving care social workers	30 th July 2016	TB/JSt/JH	G
2. Review guidance and recirculate regarding life story work and standards	30 th May 2016	TB	G
3. Include life story work in revised monthly quality assurance report from statutory reviews	30 th April 2016	TS	G
4. Undertake audit to establish that requirements met based on agreed service standards	February 2017	TS	G

MONITORING AND IMPACT	
d) Action Plan Progress:	
e) Impact: Data and Commentary	
f) Recommendations for Further Action	

C. LEADERSHIP AND MANAGEMENT

6. *Improve executive management governance so that there is effective oversight, support and challenge of children's services by the executive management, the political executive, Children and Young People's Select Committee and the Corporate Parenting Panel to drive and monitor service improvement.*

Lead:	Sara Williams/Stephen Kitchman		
Linked Plan:			
Partners:	External challenge partner, Local Government Association (LGA) tbc		
a) Expected outcome (what will be different?)			
<ul style="list-style-type: none"> A clear structure is in place whereby executive management, Elected Members and Scrutiny bodies are clear how they are challenging performance and championing scrutiny in Children's Social Care. 			
b) Measures of success (how will we know we have achieved it?)			
<ul style="list-style-type: none"> Clear forward programme for all relevant bodies which reflects areas where performance needs to improve. Demonstrable performance improvements reflect challenge by executive managers and elected members. 			
c) Actions	Completion deadline	By whom	Status
1. Introduce formalised at least bi monthly meetings where the Chief Executive challenges performance and pace of change in CSC, establishing a clear dataset which is also reported to the Cabinet member	31 st April 2016	BQ	G
2. Procure external performance partner for twice yearly service challenge, reporting to the Chief Executive and Cabinet Member	30 th June 2016	SW/BN	G
3. Ensure Children and Young People's Select Committee forward plan reflects key development areas for CSC	27 th April 2016	BN/ SW	G
4. Deliver LGA development session for Children and Young people's Select Committee and CYP Cabinet Member on best practice in elected members' scrutiny of Children's Services.	3 rd Oct 2016	TA	G
5. Deliver development sessions for Corporate Parenting Board in line with NCB/LGA Toolkits	30 th April 2016	SK/TB	G

6. Review Corporate Parenting Board Terms of Reference	30 th April 2016	SK/TB	G
7. Review training offer for all elected members on Safeguarding and key challenge issues.	30 th April 2016	SK/BN	G
8. Ensure forward plan for Corporate Parenting Board reflects the key development areas for Looked After Children services in the Borough	30 th April 2016	SK/TB	G
9. Deliver a revised Children's Social Care Performance Framework including reporting framework to elected Members and CYP strategic partnership.	30 th Oct 2016	SK/BN	G
MONITORING AND IMPACT			
d) Action Plan Progress			
<p>Action 9: Deliver a revised Children's Social Care Performance Framework including reporting framework to elected Members and CYP strategic partnership.</p> <p>The deadline for the completion of this action may fall beyond the life of this plan, therefore this action will be subsumed into the work programme of the CSC Business Plan.</p>			
e) Impact: Data and Commentary			
f) Recommendations for Further Action			

C. LEADERSHIP AND MANAGEMENT

7. Ensure that all plans for any child or young person receiving a service: focus on reducing risk; identify the needs of all children in the family; and are understood by parents and young people. Plans should be specific, measurable and time-bound.

Lead:	Tom Stevenson
Linked Plan:	CSC Business Plan 2016-17
Partners:	Police, Crime Reduction, National Probation Service, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, Children's Centre Providers, Adult Services, Safer London Foundation.

a) Expected outcome (what will be different?)

- All plans are specific, measurable and timely and address risk, permanence and contingency

b) Measures of success (how will we know we have achieved it?)

- Plans are reviewed and updated in line with timescale requirement
- All children/ young people and parents have a copy of their plan
- Quality assurance activity indicates changes in line with plans
- Clear contingency arrangements in all plans

c) Actions	Completion deadline	By whom	Status
1. Review Plan templates on Children's Social Care ICS for Children in Need, Children subject to Child Protection Plans, Children Looked After and Care Leavers; ensure plans are child focussed and accessible to children, young people and their carers.	Align to roll-out of ICS v12 Aug 2017	Spencer Dainton	A
2. Deliver workshops to promote best practice in care planning and use of ICS	Align to the roll-out of ICS v12 Aug 2017	Spencer Dainton	G

3. Review procedures to ensure adequate guidance on use and development of plans	30 th Sept 2016	TS	G
4. Ensure Care Plans are available and updated as required following each review, Chair to address quality of plan in recommendations of review meeting	31 st July 2016	SSt	G
5. Review, disseminate via workshops and audit quality of chronologies within monthly audit schedule	30 th June 2016	HB	G
6. Review minute taking arrangements and capacity within Review Child Protection Case Conferences	30 th April 2016	MB	G
7. Include audit of plans in the thematic audit schedule	31 st March 2016	TS	G
MONITORING AND IMPACT			
d) Action Plan Progress			
e) Impact: Data and Commentary			
<p>Action 1: Review Plan templates on Children's Social Care ICS for Children in Need, Children subject to Child Protection Plans, Children Looked After and Care Leavers; ensure plans are child focussed and accessible to children, young people and their carers</p> <p>The deadline for the completion of this action may fall beyond the life of this plan, therefore this action will be subsumed into the work programme of the CSC Business Plan.</p>			
f) Recommendations for Further Action			

C. LEADERSHIP AND MANAGEMENT

9 *Improve performance management and information systems to ensure that managers at all levels have timely, relevant and accurate performance information to enable them to work effectively and deliver a consistently good service.*

Lead: Stephen Kitchman/Barrie Neal

Linked Plan: CSC Business Plan 2016-17

Partners: Police, Crime Reduction, Lewisham and Greenwich NHS Trust, Housing Services, Community Rehabilitation Company, National Probation Service, Adult Services (Partners linked to MASH development)

a) Expected outcome (what will be different?)

- Agreed set of National and local Performance measures in place with clear targets/benchmark information.
- Data quality is ensured through system of checks and balances
- Performance culture is visible across CSC
- Data is linked to Business and service plans to drive performance
- Comprehensive Quality Assurance systems ensure consistently good provision is in place
- IT Platform is stable allowing upgrade to latest version of ICS
- IT equipment is in place to meet needs of CSC workforce.
- Digital strategy has clear, achievable and measurable aims/objectives for CSC including delivery schedules

b) Measures of success (how will we know we have achieved it?)

- Timely qualitative and quantitative information is delivered in line with Business Plan objectives
- Audits confirm data is timely and accurate
- Performance information shows clear trajectory of improvement allowing systems, with challenge where necessary to enable corrective action
- Latest version of ICS being used consistently by all CSC staff
- Mobile working in place for CSC staff to improve efficiency and effectiveness
- Digital strategy in place with clear evidence of added value for CSC

c) Actions	Completion deadline	By whom	Status
1. Review performance data requirements and develop a new performance management framework for CSC, including staff development to promote a performance culture	30 th Oct 2016	SK/JF	A

2. Develop/roll out revised quality assurance strategy within CSC	31 st Oct 2016	TS	G
3. Implement revised audit programme linked to key standards of Quality Assurance strategy	30 th May 2016	TS	G
4. Agree a new system and protocol for data cleansing/data quality checks	31 st July 2016	TS/PA	G
5. Upgrade ICS to current version following roll-out of new council IT platform	1 st August 2016	DD	G
6. Roll out laptops/lpad/mobile phones within CSC to enable mobile working	30 th May 2016	DD	G
7. Ensure digital strategy reflects CSC requirements with associated SMT/DMT endorsement.	30 th May 2016	SK/SW/DD	G
8. Develop and implement updated sufficiency strategy for Looked After Children's placements.	30 th Oct 2016	JH	G
9. Implement review system to monitor frequency and quality of supervision arrangements and required corrective action.	31 st July 2016	TS	G
MONITORING AND IMPACT			
d) Action Plan Progress Action 1: Review performance data requirements and develop a new performance management framework for CSC, including staff development to promote a performance culture The deadline for the completion of this action may fall beyond the life of this plan, therefore this action will be subsumed into the work programme of the CSC Business Plan.			
e) Impact: Data and Commentary			

f) Recommendations for Further Action	
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Children and Young People Select Committee			
Title	Select Committee work programme		
Contributor	Scrutiny Manager	Item	
Class	Part 1 (Open)	13 July 2017	

1. Purpose

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

2. Summary

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

3. Recommendations

3.1 The Committee is asked to:

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

4. The work programme

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

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

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

5. The next meeting

5.1 The following reports are scheduled for the meeting on 13 September 2017:

Agenda item	Review type	Link to Corporate Priority	Priority
Indepth review - Recruitment and Retention of School Staff (second evidence session)	In-depth review	Young people's achievement and involvement	CP2
Children's Social Care Roadmap	Performance monitoring	Young people's achievement and involvement; Protection of children	CP2 & 7
Lewisham Music Service – implementation of new Trust arrangements	Performance Monitoring	Young people's achievement and involvement	CP2
Lewisham Future Programme - Savings proposals	Standard Item	Young people's achievement and involvement; Protection of children	CP2 & 7

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

6. Financial Implications

There are no financial implications arising from this report.

7. Legal Implications

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

8. Equalities Implications

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

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

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

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

9. Date of next meeting

9.1 The date of the next meeting is Wednesday 13 September 2017.

Background Documents

Lewisham Council's Constitution

Centre for Public Scrutiny: the Good Scrutiny Guide

Scrutiny work programme – prioritisation process



FORWARD PLAN OF KEY DECISIONS

Forward Plan July 2017 - October 2017

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

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

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

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

August 2016	The Wharves Deptford - Compulsory Purchase Order Resolution	21/06/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
May 2017	Evaluation of the Sustainable Community Strategy	21/06/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Joe Dromey, Cabinet Member Policy &		

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
			Performance		
May 2017	Memorandum of Understanding on Participation of Central London Forward for Purposes of Employment and Skills Devolution and joint working procurement of Work and Health Programme	21/06/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
March 2017	CRPL Business Plan 2017-18	21/06/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2017	New Homes Programme	28/06/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
February 2017	Beckenham Place Park Programme Update	28/06/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
February 2017	Deptford Southern Housing Sites - Part 1 & Part 2	28/06/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
March 2017	Response to Consultation on	28/06/17	Aileen Buckton,		

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
	Policy for Supported Travel Young People Attending College and Adults Eligible for Adult Social Care	Mayor and Cabinet	Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health, Wellbeing and Older People		
May 2017	Medium Term Financial Strategy	28/06/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
February 2017	IT Network re-procurement Brent and Lewisham shared service	28/06/17 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Contract Award Bulge Class Sandhurst school	11/07/17 Overview and Scrutiny Education Business Panel	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
March 2017	Achilles Street Regeneration Proposals	19/07/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
	Air Quality Campaign 17-18	19/07/17	Aileen Buckton,		

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
		Mayor and Cabinet	Executive Director for Community Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
January 2017	Catford Regeneration Programme Parts 1 and 2	19/07/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2017	Extending the shared IT service to Southwark	19/07/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Financial Monitoring 2017/18	19/07/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
	Joint Strategic Depot Review	19/07/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
	Medium Term Financial Strategy	19/07/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Housing Acquisitions Part 2	19/07/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
May 2017	Lewisham Future Programme 2018/19 Revenue Budget Savings	19/07/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Lewisham Adoption Service Statement of Purpose and Children's Guides	19/07/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
May 2017	Lewisham Fostering Service Statement of Purpose and Children's Guides	19/07/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	New Homes Programme Parts 1 & 2	19/07/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Councillor Damien Egan, Cabinet Member Housing		
	PLACE / Deptford: Precision Manufactured Temporary Accommodation	19/07/17 Mayor and Cabinet	Kevin Sheehan, Executive Director for Customer Services and Councillor Damien Egan, Cabinet Member Housing		
May 2017	Transfer of the Applications Support Function to the LB Brent Shared Service	19/07/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
	Modification to Decision to expand Addey and Stanhope School - Delayed implementation	19/07/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Amalgamation of Sandhurst Infant School and Sandhurst Junior School - Permission to consult	19/07/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		
	Delivering additional school places for Children and Young People with Special Educational Needs and	19/07/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin,		

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
	Disabilities (SEND) - Permission to consult		Cabinet Member for Children and Young People		
	Gypsy and Traveller Local Plan Update	19/07/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
April 2017	Proposed revision to the contract structure of the Downham Health & Leisure Centre PFI	19/07/17 Mayor and Cabinet (Contracts)	Aileen Buckton, Executive Director for Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
May 2017	Sydenham Park Footbridge Contract Award	19/07/17 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
February 2017	Telephony re-procurement	19/07/17 Mayor and Cabinet (Contracts)	Kevin Sheehan, Executive Director for Customer Services and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Sangley and Sandhurst Road Highway Improvement Scheme Contract Award	19/07/17 Mayor and Cabinet (Contracts)	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		

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
	Interim Food and Garden Waste Contract	25/07/17 Overview and Scrutiny Business Panel	Kevin Sheehan, Executive Director for Customer Services and Councillor Rachel Onikosi, Cabinet Member Public Realm		
	Update and preferred provider position refurbishment of Ladywell Playtower.	13/09/17 Mayor and Cabinet	Janet Senior, Executive Director for Resources & Regeneration and Councillor Alan Smith, Deputy Mayor		
May 2017	Audited Accounts and Pension Fund Accounts 2016/17	20/09/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Financial Regulations and Directorate Schemes of Delegation	20/09/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Kevin Bonavia, Cabinet Member Resources		
May 2017	Report of the Barriers to Participation Working Party	20/09/17 Council	Janet Senior, Executive Director for Resources & Regeneration and Councillor Suzannah Clarke, Chair Planning Committee C		
May 2017	Community Services Youth Review	04/10/17 Mayor and Cabinet	Aileen Buckton, Executive Director for		

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
		(Contracts)	Community Services and Councillor Joan Millbank, Cabinet Member Third Sector & Community		
	Deptford Lounge & Tidemill School Facilities and Centre Management	06/12/17 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Paul Maslin, Cabinet Member for Children and Young People		

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

Children and Young People Select Committee 2017/18

Programme of Work

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

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

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

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