

Children and Young People Select Committee Agenda

Thursday, 23 January 2020
7.00 pm, Committee Room 4
Civic Suite
Catford Road
London SE6 4RU

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

This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed except for the item numbered 7 on the Agenda. For legal reasons, those items will be considered in private with the press and public excluded.

Part 1

Item		Pages
1.	Minutes of the meeting held on 5 December 2019	5 - 10
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	<i>None due</i>	
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Children and Young People Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 23 January 2020.

Kim Wright, Chief Executive
Tuesday, 14 January 2020

Councillor Luke Sorba (Chair)	
Councillor Caroline Kalu (Vice-Chair)	
Councillor Colin Elliott	
Councillor Octavia Holland	
Councillor Coral Howard	
Councillor Liz Johnston-Franklin	
Councillor Paul Maslin	
Councillor Hilary Moore	
Councillor Jacq Paschoud	
Councillor John Paschoud	
Lilian Brooks	Parent Governor Representative - Primary Schools
Kate Ward	Parent Governor Representative - Secondary Schools
Gail Exon	Church Representative
Monsignor N Rotheron	Church Representative
Councillor Bill Brown (ex-Officio)	
Councillor Sakina Sheikh (ex-Officio)	

MINUTES OF THE CHILDREN AND YOUNG PEOPLE SELECT COMMITTEE

Thursday, 5 December 2019 at 7.00 pm

PRESENT: Councillors Luke Sorba (Chair), Caroline Kalu (Vice-Chair), Colin Elliott, Octavia Holland, Coral Howard, Liz Johnston-Franklin, Paul Maslin, Hilary Moore, Jacq Paschoud, John Paschoud and Monsignor N Rotheron (Church Representative)

APOLOGIES: Gail Exon

ALSO PRESENT: Sara Williams (Executive Director, Children and Young People), Emma Aye-Kumi (Scrutiny Manager), Councillor Chris Barnham (Cabinet Member for School Performance and Children's Services), Brenda Bartlett (Service Manager, CAMHS) (SLaM), Caroline Hirst (Joint Commissioner, Children and Young People's Services) and Angela Scattergood (Director of Education Services, Education Standards and Inclusion), Sandra Roberts (Director of Lewisham Learning).

1. Minutes of the meeting held on 16 October 2019

- 1.1 Apologies for lateness were received from Cllrs John Paschoud and Jacq Paschoud who were attending a civic function.
- 1.2 Apologies for non-attendance were received from Gail Exon.
- 1.3 The Chair noted that this was Sara Williams' - Executive Director for Children and Young People last CYP Select Committee meeting. On behalf of the committee, he thanked her for her work and wished her well for the future.
- 1.4 It was RESOLVED that the minutes of the last meeting be agreed as a true and accurate record of the proceedings.

2. Declarations of interest

- 2.1 The Chair declared an interest in respect of Item 6 – CAMHS waiting times for Lewisham children. He is Lewisham Council's stakeholder representative on the Council of Governors for SLaM.

3. Responses to Referrals

- 3.1 It was RESOLVED that the response be noted.

4. Provisional key stage outcomes for Lewisham schools

- 4.1 Angela Scattergood – Director of Education Services introduced the item and stressed that the report contained provisional results. Further information would be available following the statistical release in late January/ early February.

4.2 Sandra Roberts, the new Director of Lewisham Learning was introduced to the committee.

4.3 The following was noted in discussion:

1. The Committee was very disappointed by the provisional results.
2. Efforts to improve progress between KS2 and KS4 were focusing on
 - a. Progress - learning from this set of results and making changes for this year's Y11 pupils
 - b. Improving transition
 - c. Curriculum – building on previous learning and offering a balanced curriculum, teaching for learning rather than for testing.
3. Teacher assessments and predictions throughout the year had not been accurate, and this needed to be tightened up.
4. Teaching in Science and Maths needed improvement.
5. A priority for Lewisham Learning would be to visit each individual school and support them to deliver different results this year.
6. Members were frustrated that the Committee had made recommendations on how to improve transition three years ago yet transition was still being identified as an area that needed improvement. Officers explained that transition was continually being improved.
7. Some of the recommendations had been implemented and had improved transition, for example, for children with SEND. However, other recommendations had not 'stuck' as schools needed to be on board.
8. Greenwich and Lambeth had had similarly poor Progress 8 scores as Lewisham, which prompted one Member to wonder whether there was a wider issue.
9. Plans were afoot for Lewisham schools to learn from Camden schools to facilitate school improvement.
10. The phonics check is a standardised test and schools put support in place to prepare all children for it, including support for those with English as an additional language, and SEND.
11. Achievement of poorer achievers in EYFS is part of the Early Years strategy, which sits beneath the Education Strategy, which is overarching.
12. The Cabinet Member for School Performance and Children's Services said that tackling the achievement gap had to start in primary schools. The figures seemed worse at secondary school because Lewisham's secondary population was not comprehensive, as many higher achieving children were going out of borough for secondary school.
13. Despite the disappointing results, recent Ofsted inspections had recognised the improvement in Lewisham's secondary schools.

4.4 It was RESOLVED that the report be noted.

5. Education Strategy

5.1 Angela Scattergood – Director of Education introduced the report and invited the Committee to input into the Strategy. She explained that the next step would be to consult the Young Mayor and Advisors, as well as Lewisham Parents and Carers group.

5.2 The committee heard that the Education Strategy was an overarching strategy with several, more detailed, strategies sitting beneath it, including the SEND and EYFS strategies. A Black Caribbean Achievement Strategy would be generated in the new year.

5.3 A discussion followed during which it was noted:

1. Anecdotally, Members were hearing more positive noises about Lewisham's secondary schools. Everything should be done to encourage prospective parents to go and look at Lewisham schools, and parents of children in Year 4 should be targeted. Secondary schools should focus on the nearest primary schools to make links.
2. A Parent Champion Network could be useful in promoting both primary and secondary schools, based on the success of Early Years Parent Champions.
3. ParentENGage and Lewisham Education Group were also useful resources to help promote Lewisham's schools.
4. Primary heads need to support secondary colleagues and give a more positive message about the borough's secondary schools.
5. One Member, citing a review by Southwark Council on parents' moral obligation to support their children's education, felt better partnership working with parents was needed to support home learning.
6. Officers were carrying out a provider audit looking at sufficiency of childcare, including Early Years as well as holiday clubs etc.
7. The new Ofsted inspection framework considered teacher workload. In the 7-8 inspections in Lewisham schools since the new framework came into force, inspectors had seen good practice examples of marking and homework practices. Managing workload was high on the agenda.

5.4 It was RESOLVED that the report be noted.

6. CAMHS waiting times for Lewisham children

6.1 Caroline Hirst – Joint Commissioner and Brenda Bartlett – Deputy Director SLAM CAMHS introduced the item. The committee heard that the reduced numbers waiting 52 weeks or more for their first appointment had been sustained, and focus had now shifted to addressing the increasing number of children and young people waiting 39 weeks for their first appointment. It was noted that this was an area of focus for NHS England as well as the local authority.

6.2 Members of the Committee put questions to the officers and it was noted that:

1. Members were concerned about the increase in 39 week waits, which, if not dealt with promptly, could become 52 week waits.
2. Members were also concerned about whether it would be possible to deliver improved wait times within the funding envelope.
3. A number of activities are in place to bring down the wait times, such as Saturday clinics at Kaleidoscope, ensuring the receiving team makes decisions about whether to accept a referral or not within 10 days, and using prescribing nurses to reduce consultant workload e.g. when dealing with medication reviews for ADHD patients.

4. Members were encouraged to hear of plans for a school-specific CAMHS post, and felt it should be easier for older young people to self-refer without having to confide in school.
5. There was diversity within the staff base, however the workforce was predominantly female as, generally speaking, male mental health practitioners tended to work with adults rather than children.
6. Members recommended targeting underrepresented groups to recruit from them.
7. Direct comparison between boroughs was difficult as population needs and deprivation differed. Also, practices for diagnosing ASD varied.
8. One Member suggested using cost per appointment as a measurable comparable.
9. In terms of benchmarking, Lewisham CCG funding is a lower proportion of overall mental health funding than in other boroughs. The national average is 6.8% whereas in Lewisham it's lower than that, but the average population needs/ age profile is higher. The council is in discussion with the CCG. The Chair agreed to raise this at the next Council of Governors meeting at SLaM.

6.3 It was RESOLVED that

1. The Chair would raise the issue of Lewisham CCG funding at the next Council of Governors meeting at SLaM;
2. The comments of the committee and the report be noted.

7. Recruitment and retention of school staff - in-depth review follow up

7.1 As had previously been agreed, no officer was present to take questions on the report. The following points were made:

1. The words "Work In Progress" appeared frequently throughout the action plan but there was little to suggest that actions had been completed.
2. The action plan needed to be RAG rated with target dates and an indication of how impact would be measured.
3. It was not acceptable to the Committee that Recommendation 5 had not been done owing to workloads. The Committee felt this was a key piece of work and at the very least a pilot should be carried out.

7.2 It was RESOLVED that:

1. The report be noted
2. That the action plan be amended to include RAG ratings, impact, target dates
3. A pilot be conducted in respect of Recommendation 5.

8. Lewisham Alternative Provision and unregulated education settings

8.1 As had previously been agreed, no officer was present to answer questions on the report.

8.2 The following was noted in discussion:

1. More information was needed on "Tuition Centres"

2. The Committee would have liked to see more details on how the local authority oversees the quality of Alternative Provision (AP), as well as information on outcomes, numbers of children affected, achieving value for money, and elective home education.
3. As regards Rockbourne Park, Members were keen to understand more about why AP was being used for primary children, and the costs involved.
4. The Cabinet Member for School Performance and Children's Services explained that while there are no permanent exclusions from Lewisham primary schools, there are fixed term exclusions, and some children do part time school combined with part time AP, for example.
5. It would be helpful to separate out the broad range of "institutions" and consider each kind on a different basis.
6. The report should be represented in greater depth with an officer available to present it.

8.3 It was RESOLVED that:

1. The report be noted
2. The report be re-provided with more detail to incorporate the comments made above.

9. Lewisham Safeguarding Children Board Annual Report 2018-19

9.1 The Committee received the Lewisham Safeguarding Children Board annual report 2018-19 and noted that much of the information was out of date owing the report being presented so late.

9.2 As had previously been agreed, no officer was present to answer questions and Members noted the following:

1. An update on the new safeguarding arrangements would follow in March 2020.
2. The Chair had arranged to meet the newly appointed Independent Scrutineer of the Lewisham Safeguarding Children Partnership (LSCP), David Goosey.
3. The Chair would stress the need for timely reports that include the most recently available data.
4. The report mentioned how Phoenix Community Housing was supporting the LSCB priorities, but did not mention Lewisham Homes, which was the bigger provider. The Committee needed reassurance that all other social housing providers were taking similar steps to safeguard children.

9.3 It was RESOLVED that:

1. the report be noted
2. feedback be provided to the committee on the comments above.

10. Select Committee work programme

10.1 The Chair summarised the items for the next meeting and reminded Members of the upcoming hostel visit on 18 December. It was suggested that a list of questions be sent ahead to ensure that any questions can be fully answered.

10.2 The Committee requested that the Early Help item scheduled for January covers:

1. The future of Children and Family Centres
2. Reconfiguration of the Youth Service
3. Certainty around Health Visitor funding
4. The Early Help action plan for the next year.

10.3 It also requested the opportunity to properly feed into the discussion about retendering Children and Family Centres.

10.4 On the review of children in temporary accommodation, it was noted that:

1. much of the housing-related casework that councillors are involved with relates to substandard private rented accommodation, often located far outside of the borough.
2. Members requested the opportunity to question housing officers regarding how often property is inspected.

10.5 A pizza evening was being arranged with the Young Mayor and Advisors and other young people involved with the council in an official capacity. Members requested that this happen on 23 January ahead of the Committee meeting. It was decided that the start of the committee meeting would be pushed back by 15 minutes to 7:15pm.

10.6 It was RESOLVED that:

1. The report be noted
2. The report in January on Early Help include information on
 - a. the future of Children and Family Centres
 - b. Reconfiguration of the Youth Service
 - c. Certainty around Health Visitor funding
 - d. The Early Help action plan for the next year
3. The start time of the Committee meeting be pushed back to 7:15pm
4. A Pizza evening with the Young Mayor and Advisors be arranged for 5:30pm on 23 January.

11. Referrals to Mayor and Cabinet

11.1 No referrals were made.

The meeting ended at 9:25pm

Chair:

Date:



Children and Young People Select Committee

Declarations of Interest

Date: 23 January 2020

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive (Director of Law)

Outline and recommendations

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

1. Summary

1.1. Members must declare any personal interest they have in any item on the agenda. 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.

1.2. Further information on these is provided in the body of this report.

2. Recommendation

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

3. Disclosable pecuniary interests

3.1 These 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.

4. Other registerable interests

4.1 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.

5. Non registerable interests

- 5.1. 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).

6. Declaration and impact of interest on members' participation

- 6.1. 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 not 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**
- 6.2. 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 6.3 below applies.
- 6.3. 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.
- 6.4. 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.
- 6.5. 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.

7. Sensitive information

- 7.1. 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.

8. Exempt categories

- 8.1. 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).

9. Report author and contact

9.1. Kath Nicholson, Director of Law, Kath.Nicholson@lewisham.gov.uk, 020 83147648



Children and Young People Select Committee

Children's Social Care Post Ofsted Report

Date: 14 January 2020

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors:

Lucie Heyes, Director Children's Social Care.

Pauline Maddison, Executive Director Children & Young People's Services.

Outline and recommendations

Provide the CYP select committee with summary of the findings of the July 2019 Ofsted inspection of Children's Social Care and the service response to the recommendations made in the Ofsted feedback.

Timeline of engagement and decision-making

Not applicable

1. Summary

- 1.1. In July 2019, Lewisham Children's Services was subject to an unannounced three week inspection under the Ofsted Inspection of Local Authority Children's Services (ILACS) framework. The inspection judgements sit under three headings:
- The experiences and progress of children in need of help and protection
 - The experiences and progress of children in care and care leavers
 - The impact of leaders on social work practice with children and families
- 1.2. The inspectors judged that services 'required improvement' to be good across all three headings, this was in line with the council's own self-assessments in January and June 2019. The Ofsted report was published in August 2019 and can be found online at: <https://files.api.ofsted.gov.uk/v1/file/50101634>
- 1.3. Lewisham was last subject to a full Ofsted inspection in November 2015. The judgements at that time were; leadership, management and services to children in need of help and protection required improvement. Services to children looked after and achieving permanence was good.
- 1.4. After the 2015 inspection, a range of changes were made in Children's Social Care (CSC), however a series of internal reviews conducted in spring 2018 identified the pace of change was too slow and the intended impact was not being realised. In response, through the summer of 2018 CSC reshaped its improvement programme.
- 1.5. In the 2019 inspection, there had been no change to the judgements on leadership, management or services to children in need of help and protection. While services to looked after children were deemed to have deteriorated. Despite this, inspectors recognised that "*widespread improvement activity and whole-system cultural change*" was underway and the "*pace of improvement had significantly accelerated*" since the improvement plan had been refreshed, the improvement board established and a new Director of CSC appointed.
- 1.6. The improvement programme will not be taking a different direction in response to the inspection. However, the Children's Services management team have reviewed and revised the strategic and operational plans, to ensure all the issues identified by Ofsted are addressed. The top twelve priority areas for phase two of the improvement plan are:
1. Workforce development, so staff have the skills & tools to do their jobs effectively.
 2. Having clear, updated practice standards, policies and procedures.
 3. Recruitment & Retention of staff, to improve continuity for children and families.
 4. Strengthening targeted Early Help for vulnerable families.
 5. Providing a range of services and help for children living with Domestic Abuse.
 6. Safeguarding young people at risk of exploitation in the community.
 7. Increasing family support, to reduce the need for children to come into care.
 8. Good Corporate Parenting for looked after children and our care leavers.
 9. Placement sufficiency, for our looked after children and care leavers.
 10. Stable ICT to support practice, performance & financial management.
 11. Having reliable performance information to monitor practice and plan services.
 12. Enhanced Business Support, allowing social workers to spend time with families.
- 1.3. Actions have been completed, or are already underway since the inspection in August and the improvement plan sets out further change through 2020-21. These activities are summarised in the main body of this report along with the subsequent financial implications of providing consistently 'good' services to vulnerable children, young people and families in Lewisham.

2. Recommendations

2.1 Members are recommended to note and comment upon the contents of this report.

3. Policy Context

3.1 The Lewisham Children's Social Care post Ofsted improvement programme will contribute to the following key priority outcome of Lewisham's Corporate Strategy 2018-2022:

3.2 Giving children and young people the best start in life -every child has access to an outstanding and inspiring education and is given the support they need to keep them safe, well and able to achieve their full potential.

3.3 And specifically helps deliver against the following commitments:

- We will improve our children's social care services to provide support for families at the earliest opportunity.
- We will ensure that the children in our care are safe and supported to achieve the very best in life.
- We will work tirelessly with our partners to keep Lewisham's children and young people safe from exploitation, violence and serious youth crime.
- We will monitor the services we provide for children and young people to ensure they deliver the best outcomes and best value.
- We will ensure that families from our BAME communities have equal access to care and support.
- We will work with our partners to ensure that young people transitioning into adulthood achieve the best possible outcomes in relation to education, work, healthy lives and strong community connections.

3.4 From 2018 all Local Authority Children's Services in England and Wales are subject to a new inspection framework by the Ofsted regulatory body. i.e. Inspecting Local Authority Children's Services (ILACS). Details of the framework can be found here: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/851935/Framework_evaluation_criteria_and_inspector_guidance_for_the_inspection_of_local_authority_children_s_services.pdf

4. Background

4.1 Lewisham was last subject to a full Ofsted inspection, under the former framework, in November 2015 (Report published January 2016). The overall judgement was:

- Services to children in need of help and protection required improvement.
- Services to children looked after and achieving permanence was good.
- Leadership management and governance required improvement.

4.2 In September 2018, Ofsted undertook a three day focused visit on the Multi-Agency Safeguarding Hub (MASH) and front door services, they made a number of recommendations for improvement. Details of both reports can be seen at: <https://reports.ofsted.gov.uk/provider/44/80508>

- 4.3 A series of internal reviews conducted in spring 2018 identified the pace of change was too slow and the intended impact of changes were not being realised. In response Children's Social Care revisited its approach in summer 2018 and began reshaping its improvement programme. An improvement board was established chaired by the Lead Member for Children's Services to drive change forward and simultaneously a new Director of Children's Social Care (CSC) was appointed.
- 4.4 The improvement plan was approximately ten months into its programme of delivery, when Lewisham was subject to their unannounced inspection under the new Ofsted framework. The Inspection of Local Authority Children's Services (ILACS) was conducted over three weeks in July 2019. The inspection judgements sit under three headings:
- The experiences and progress of children in need of help and protection
 - The experiences and progress of children in care and care leavers
 - The impact of leaders on social work practice with children and families
- 4.5 The inspectors found that services 'required improvement' to be good across all three headings, in line with the council's own self-assessment in January 2019, updated in June 2019. The report was published in August 2019 and can be found online at: <https://files.api.ofsted.gov.uk/v1/file/50101634>

5. A summary of the 2019 Ofsted findings.

The experiences and progress of children in need of help and protection

5.1 What is going well:

- At the front door/MASH most children receive a timely service and there have been improvements since Ofsted last visited in September 2018. The MASH is helped by the co-location of police, health and education partners.
- For the children at greatest risk, action is appropriate and timely.
- Children in Need and those children on Protection Plans are regularly visited and social workers know children well.
- Private fostering arrangements are well promoted and supported.
- Services for 16 to 17 year olds at risk of homelessness are effective.
- Support for disabled children is praised and as a result of the work of the team based at Kaleidoscope "*the lives of disabled children are improving*".
- When children and young people are identified as at risk of criminal or sexual exploitation, appropriate action is taken to reduce risk.
- Staff in the education team are tenacious in tracking and following through cases of children missing from education and monitoring arrangements for children electively home educated have improved.

5.2 Issues that need to be addressed:

- Early help services need to be better developed, with more capacity, better systems and stronger management oversight.
- For children at lower risk, decisions in the MASH can take too long.
- While domestic abuse is recognised promptly, the response is not sufficiently robust and options for support need to be clearer.
- The quality of assessments needs to be improved.
- Children's Plans need to be more detailed and better quality.
- Supervision and management oversight of social workers needs to improve.

The experiences and progress of children in care and care leavers

5.3 What is going well:

- Unaccompanied asylum seeking children “receive an effective service and their individual needs are well considered”
- Children in care are “visited regularly by social workers who know them well”
- The ‘virtual school’ which oversees the education of looked after children is “a considerable strength” and is “led and managed very effectively”
- The “dream, achieve and believe” team (attached to the virtual school) is effective in supporting the mental health of looked after children
- The adoption service is effective and processes for recruitment and approval of adopters are timely
- Fostering services are improving and there is a clear strategy
- The care leavers’ service is improving, caseloads have been reduced and there is a clear plan in place
- Most care leavers live in suitable accommodation and numbers in education, employment and training, including higher education, are increasing

5.4 Issues that need to be addressed:

- Fostering service improvements are recent and need to be maintained/accelerated
- Care leavers’ service improvements are recent and slow and need to accelerate
- The impact of Independent Reviewing Officers is limited and needs to be developed
- Permanence is not always secured in a timely way, so needs to be a focus for improvement.
- Life story work is underdeveloped and needs to be improved.

The impact of leaders on social work practice with children and families

5.5 What is going well:

- Ofsted recognises the impact since 2018 of the Cabinet Member for Children’s Services [Cllr Chris Barnham] and the CSC Improvement Board
- *“The pace of improvement has significantly accelerated since the appointment of the Director for Children’s Social Care [Lucie Heyes] in September 2018 and the establishment of the Improvement Board”*
- *“Corporate parenting has been reinvigorated”*
- There has been an improvement in management capacity, including the reinstatement of a layer of management (Service Group Managers)
- The decision to introduce a practice model (Signs of Safety) is having a positive impact
- Social workers feel well supported by their managers.
- Threshold decisions are generally accurate
- Additional social work capacity has reduced caseloads
- Newly qualified social workers are well supported

5.6 Issues that need to be addressed:

- Casework audits are too positive and the quality assurance framework is not yet embedded
- Not all performance reports are reliable
- The Ofsted Team saw social workers experiencing significant IT (server) problems
- Commissioned services need to be improved, as has already been recognised
- Social worker caseloads are still too high in some areas
- Training and professional development of social workers has not had enough priority but this is changing

6. What we are doing in response to the Ofsted inspection.

- 6.1 Ofsted recognised “*widespread improvement activity and whole-system cultural change*” was underway and the “*pace of improvement had significantly accelerated*” which was beginning to have an impact. However, a number of the changes were still too recent to be embedded, or be making a significant difference to the experiences of children and families in Lewisham.
- 6.2 Ofsted’s findings largely mirrored that of Lewisham Children’s Services own self assessment which was initially completed in January 2019 and updated in June 2019. There was little in the Ofsted feedback that was not already being addressed through the CSC improvement plan. They did however emphasise one area which had not been identified as an explicit priority, namely services for domestic abuse.
- 6.3 The Children’s Services senior management team have reviewed and refreshed the strategic improvement plan and operational services plans to ensure all areas identified by Ofsted are addressed. It is important to note the change programme was recognised as working, therefore, the improvement plan will not be taking a different direction in response to the inspection. However entering the second phase of improvement, the change programme will look different to the first year. In summary, year one of the programme was rebuilding infrastructure, strengthening governance and putting practice basics back in place. The second and third years will look to embed year one changes and focus on workforce development, service re-design and culture/behaviour change.
- 6.4 **Top 12 priority areas for improvement through 2020/2021:**
1. Workforce development, so staff have the skills & tools to do their jobs effectively.
 2. Having clear, updated practice standards, policies and procedures.
 3. Recruitment & Retention of staff, to improve continuity for children and families.
 4. Strengthening targeted Early Help for vulnerable families.
 5. Providing a range of services and help for children living with Domestic Abuse.
 6. Safeguarding young people at risk of exploitation in the community.
 7. Increasing family support, to reduce the need for children to come into care.
 8. Good Corporate Parenting for looked after children and our care leavers.
 9. Placement sufficiency, for our looked after children and care leavers.
 10. Stable ICT to support practice, performance & financial management.
 11. Having reliable performance information to monitor practice and plan services.
 12. Enhanced Business Support, allowing social workers to spend time with families.
- 6.5 The tables on the following pages summarise the key issues that require improvement, and the action already taken through 2019. They set out plans for action through 2020/21, in order to provide consistently good services to children and families in Lewisham.
- 6.6 In the last week of January, CSC will undertake its bi-annual Listening & Learning week. This is a concentrated week of quality assurance and practice scrutiny, it is completed to inform the annual self assessment. The self assessment is an Ofsted requirement and was last completed in Lewisham in January 2019, with a brief update in June 2019.
- 6.7 In March, the CYP Select Committee will receive a separate report on the 2019 self assessment, which will detail the actions delivered throughout the improvement programme and the difference we believe it is making to the quality of practice, services and the impact on children, young people and families across CSC services.

PRIORITIES 1 & 2: (1) Workforce development. (2) Practice Standards, Policies, Procedures.

What are the issues	What have we done so far	What else we have planned through 2020
<p>Workforce development. Ofsted said: <i>“Training and professional development of social workers has not had enough priority...”</i></p> <p>Phase two of the CSC improvement plan focuses on increasing the skills, tools and resources to support social workers and managers to deliver consistently good supervision.</p>	<ul style="list-style-type: none"> • Established a permanent senior Principal Social Worker and in-house training team. (May’19 & Dec’19) • Training needs analysis completed and 2020 training programme developed. (Dec’19) • Core skills workshops delivered for all staff. (Nov’19 – Jan’20) • Individual coaching commissioned for frontline team and group managers. (Nov’19) • Signs of Safety practice leaders’ training delivered. (Nov ’19) 	<ul style="list-style-type: none"> • Strengthened training offer for practitioners to achieve national social work KSS accreditation and have the skills to meet the needs of the service. • Managers development programmes (Starts Jan 2020) • Research in Practice subscription to be renewed in 2020. • New bi-annual group approach to recruiting and training NQSW’s.
<p>Practice Standards, Policies, Procedures.</p> <p>Our self assessment identified the need to reduce inconsistency and improve the core basics. Ofsted said: <i>“the quality of social work practice is still too variable”</i></p> <p>Social work is heavily regulated, much of the legislation is national, but local policies and procedures need to be comprehensively updated.</p>	<ul style="list-style-type: none"> • Establishing a set of minimum standards (Bottom Lines). Aug’19 • A comprehensive programme of staff engagement sessions from Nov’19 throughout 2020 to develop a portfolio of practice standards following the child’s pathway through services. • Key policies re-written e.g. case transfers, supervision. • Practice guides for core practice areas developed. 	<ul style="list-style-type: none"> • Practice Standards engagement workshops to continue through 2020. • Additional improvement capacity agreed to write all local policies and procedures on Tri-X online system through 2020. • Development of Sharepoint site for social workers to access to research and practice tools, in development.

What are the issues	What have we done so far	What else we have planned through 2020
<p>Recruitment and Retention. Attracting good practitioners to Lewisham and retaining experienced staff in a competitive market is a challenge. Many neighbouring boroughs pay more and at the last benchmarking Lewisham was in the bottom quartile in London on social worker pay.</p> <p>Ofsted said: <i>caseloads were too high in the assessment service.</i> This is a significant factor in social work retention.</p>	<ul style="list-style-type: none"> • CSC staffing establishment revised to maximise capacity, target services to best effect and manage caseloads. (Nov'19) • Strengthened the recruitment / selection methodology to raise standards (Aug'19) • Permanent recruitment of management positions (Aug - Sept'19). • Creation of additional 20 Advanced Practitioner (AP) posts. (converting existing Senior Social Worker posts) 	<p>Concerted recruitment campaigns for all levels from Team Managers to Business Support. Starting Jan'20</p> <p>Workforce Development Strategy to be completed by March 2020. This will cover all aspects of future staffing structure, recruitment and retention, benchmarking pay, succession planning, career progression, workforce development.</p>
<p>Enhanced Business Support It is estimated that social workers (nationally) only spend 25-30% of their time directly with families, a significant reason for this is bureaucracy. Some administrative activity can be appropriately delegated to business support. A key factor in social work retention is having sufficient administrative support.</p>	<p>Business support capacity, roles and responsibilities reviewed (Through 2019) new enhanced arrangements are being introduced starting in Jan'20.</p>	<p>Implementation of enhanced Business Support across CSC.</p>

PRIORITIES 4 & 5: (4) Early Help (5) Domestic Abuse

What are the issues	What have we done so far	What else we have planned through 2020
<p>Early Help. Ofsted said</p> <p>Ofsted said: <i>Early help services need to be better developed, with more capacity, better systems and stronger management oversight.</i></p>	<p>Action was taken through Aug'19 to resolve the 'waiting list' for targeted family support and improve the pathway for families 'stepping down' from CSC.</p> <p>The commissioned offer of targeted family support, provided by Core Assets Ltd, amended to be more flexible and responsive to the level and breadth of need of families to match families individual needs.</p> <p>An interim Assistant Director for Children's Joint Commissioning and Early Help has been appointed (started Nov'19) to lead.</p>	<p>We are investigating alternative delivery model for targeted early help. Community stakeholder sessions are planned for the last week of Jan and first week of February. This will provide valuable service user feedback to inform the direction of travel.</p> <p>We will be developing a strategic vision to incorporate the Early Help offer within Lewisham in order to create a more accessible service.</p>
<p>Domestic Abuse</p> <p>Ofsted identified referral pathways for, and services to families where domestic abuse as a key feature requiring improvement. It is estimated that for approximately 80% of families receiving CSC services, domestic abuse is a feature. Despite this our services and specialist knowledge of how to work with domestic abuse is far too limited</p>	<p>We are reviewing the current Violence Against Women and Girls (VAWG) strategy with the intention of creating alternative approaches to addressing domestic abuse. This will include services for perpetrators and children affected by domestic abuse.</p>	<p>We will be reviewing the provision of existing services for families alongside colleagues in commissioning and community safety</p> <p>Recruit specialist Domestic Abuse consultant social worker post, to raise skills and standards across CSC.</p> <p>We are looking at cross service delivery, including adult social worker and commissioned services, to test a "Family approach" to domestic abuse.</p>

PRIORITIES 6 & 7: (6) Young People at risk of exploitation. (7) Family support and edge of care services.

What are the issues	What have we done so far	What else we have planned through 2020
<p>Young People at risk of exploitation. An area of increasing demand in volume and complexity, which manifests in the seriousness of the risks, in the co-ordination of a wide range of partner agencies. Challenges in this area include: - CSC's limited authority and capacity to manage risk in the community.</p> <ul style="list-style-type: none"> - Engaging young people with the 'authorities' - Housing pressures - Limited access to emotional wellbeing/mental health services, especially transitioning to adult services. 	<ul style="list-style-type: none"> • Safe Space Team established (Aug'19) to work closely with the recently established Concern Hub, to co-ordinate multi-agency responses to children being exploited. • Expansion of staffing in Safe Space team agreed (Nov'19) • Contract for Return Home Interviews for missing children expired and responsibilities returned in-house. (Nov'19) 	<ul style="list-style-type: none"> • LSCP Concern Hub strategic board to refresh strategic multi-agency approach to exploitation. • Develop a practice framework for the Safe Space team. • Review and revise the Missing from home and care procedures.
<p>Family support and edge of care services. Lewisham has a looked after children rate of 69 per 10,000 of the child population, compared to a national rate of 65. To help keep children safely with their families, reduce the number and rate of children and young people needing to come into care, to be comparable with our neighbours, we have to expand and strengthen the quality of our edge of care family support services.</p>	<p>Successful bid for Department of Education innovation money to introduce a Family Group Conference (FGC) service in 2020.</p> <p>Initial exploration to map existing commissioned family support services.</p>	<p>A feasibility review will be undertaken to examine all existing commissioned family support services, to explore the establishment of an in-house service. Includes: Introducing a FGC service, exploring PAUSE & reviewing other locations for delivery of services, as an alternative to the Meliot centre.</p> <p>Housing project to develop clear practice and pathways for 16/17 year olds at risk of homelessness and care leavers.</p>

PRIORITIES 8 & 9 : (8) Corporate Parenting and Care Leavers. (9) Fostering Sufficiency and Placements of Looked After Children.

What are the issues	What have we done so far	What else we have planned through 2020
<p>Corporate Parenting and Care Leavers. Ofsted said: <i>“Services to children in care had deteriorated since the previous inspection in 2015”</i> and <i>“Care leavers’ service improvements are recent and slow and need to accelerate”</i>.</p> <p>The Corporate Parenting Strategy expired in 2018 and the service experienced a number of staffing changes through 2019.</p> <p>Responsibilities for adopters have transferred to Regional Adoption Agencies (RAA).</p>	<ul style="list-style-type: none"> • Corporate Parenting Board refresh (Q3’19) • Child in Care Council refresh (Q3’19) • Transferred responsibilities for adopters to Adopt London South RAA. • Permanence tracking exercise for looked after children completed. (Aug/Sep’19) • Independent Reviewing Officer’s introduce new approach to review meetings for looked after children (Jul’19) • Care Leavers team established (Mar’19) and expanded in Dec’19. • Care Leavers financial entitlements reviewed (Dec’19) 	<p>The Corporate Parenting Strategy scheduled for refresh through Q4, which will provide direction for Lewisham Council and partners will improve our approach to looking after our children in care and care leavers.</p> <p>Creation of specialist UASC team as part of the Care Leavers Service.</p> <p>Conversion of Bromley Road location for Care Leavers Service.</p>
<p>Fostering & Placement Sufficiency</p> <p>Lewisham has 470 children in care. 70% live in fostering households, 29% of these are with in-house Lewisham foster carers. 41% are placed in Independent Fostering arrangements (IFA). We want to increase the numbers of looked after children living locally, with Lewisham in-house foster carers.</p>	<ul style="list-style-type: none"> • The Fostering Strategy (Date) is making gradual progress to expand our pool of in-house foster carers. Campaign in Jun’19. • Best Care panel monitoring high cost placements reviewed and refreshed (Dec’19) 	<p>To continue with our fostering recruitment strategy. We will also be launching our specialist fostering and supported lodging schemes.</p> <p>See all details in the Sufficiency Strategy, updated in Jan’20</p>

PRIORITIES 10 & 11: (10) ICT – LCS, EMH and ControCC. (11) Performance reporting and quality assurance

What are the issues	What have we done so far	What else we have planned
<p>ICT – LCS, EMH and ControCC</p> <p>The Ofsted Team experienced significant IT (server) problems during the inspection. The social work case-work (EHM & LCS) and finance (ControCC) systems also needed comprehensive re-design.</p>	<ul style="list-style-type: none"> • System outage issues experienced by Ofsted diagnosed & fix installed (Oct'19) • LCS/EHM system maintenance team enhanced, supported by a board and stronger governance. (Dec'19) • Approx.70% of the EHM/LCS forms and pathways re-designed and streamlined. • ControCC finance system for client payments re-design programme agreed and procured. (Dec'19) 	<p>Contract with Liquidlogic (EHM/LCS suppliers) reviewed and renewed, with governance boards in place to improve management.</p> <p>EHM/LCS re-design phase two, commenced Nov'19</p> <p>ControCC re-design, commence Jan'20</p>
<p>Performance reporting/quality assurance</p> <p>Ofsted said: <i>“Not all performance reports are reliable”</i> and <i>“Casework audits are too positive and the quality assurance framework is not yet embedded”</i></p> <p>A key aim for the improvement plan is to d quality assurance mechanisms, expand the breadth, depth and reliability of data, analyse and make intelligent use of the information for management oversight and service planning.</p>	<p>Data strategy put in place through 2019 to increase the breadth, depth, reliability of performance data and use by managers.</p> <p>Quality Assurance Framework revised in Jan'19 and continues to embed. An audit moderation process was introduced in Jun'19 to ensure an accurate picture of practice.</p>	<p>Data strategy continues; expanding data, improving reliability, presentation, analytics. Embed use of performance data by managers.</p> <p>Listening & learning week scheduled for Jan'20. Self assessment to be updated following this.</p> <p>Participation strategy to be launched in Q4 19/20. Strengthening the use of service user feedback as part of quality assuring services.</p>

7. Financial Implications

- 7.1 The Children's Social Care budget has been increased in 2020/21 by £800,000 to provide sufficient staff to maintain reasonable caseloads and management oversight. A further £600,000 has been committed to fund one off development activity to maintain the pace of change in the improvement programme. These additional funds for 2020/21 are being met from within the Children and Young People's Directorate.
- 7.2 The 2021/22 financial position will need to be reviewed again in Quarter 2 of 2020/21, following the completion of the Workforce Development Strategy (WD) and the Family Support Feasibility Review (FSF). The first WD strategy will examine whether additional pressures emerge in the staffing budget as a result of reviewing and benchmarking social worker pay. The second FSF review will identify whether there is sufficient existing resource to develop an in-house Family Support Service, to strengthen Edge of Care provision to prevent children becoming looked after unnecessarily, or whether an invest to save business case is required.

8. Legal implications

Not applicable

9. Crime and disorder implications

Investment in the Safe Space, Leaving Care and additional Domestic Violence services are specifically aimed at reducing rates of crime and violence in the community.

10. Equalities implications

- 10.1 The Council's Comprehensive Equality Scheme for 2016-20 provides an overarching framework and focus for the Council's work on equalities and helps ensure compliance with the Equality Act 2010.
- 10.2 Social work recruitment activity is subject to Human Resources equalities legislation and processes. Foster carer and adopter recruitment activity is actively seeking to diversify our pool of carers and placements in line with the profile of our looked after children.
- 10.3 Working with unconscious bias is included in workforce development plans ensure services are providing culturally sensitive and equitable services.

11. Health and Wellbeing implications

Retention initiatives to support staff welfare aim to reduce sickness levels.

12. Background Papers

The Ofsted report was published in August 2019: <https://files.api.ofsted.gov.uk/v1/file/50101634>

13. Report Author and Contact

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14 Appendices

Appendix 1 - Vision for good children's social work in Lewisham.

15. Glossary

Term	Definition
ILACS	Ofsted Inspection of Local Authority Children's Services. Details of the framework for inspection can be found here: https://assets.publishing.service.gov.uk/government
MASH Multi-Agency Safeguarding Hub,	The multi-professional team based in Children's Services that provides a referral point for all professionals and members of the public requesting services for vulnerable children.
CSC Children's Social Care.	The service area of Children's Services that provides statutory social work services to children in need, including those with complex disabilities, children in need of protection, children who are looked after (in care) and young people who her previously been in care.
Corporate Parenting	The term that describes the Local Authority's responsibilities towards children who are looked after, in the care of the council.
FGC Family Group Conference	A meeting of the extended family and friends to make decisions and plans for resolving problems around a child or young person. More information can be found here: http://www.daybreakfgc.org.uk/what-is-an-fgc
Signs of Safety	The practice framework for children's social work that guides a particular approach to working with families. More information can be found here: https://www.signsofsafety.net/signs-of-safety/
KSS Knowledge & Skills Statements	The children's social work national standards set by the Department of Education. https://assets.publishing.service.gov.uk/government
Tri – X	Internet based online procedures manual, used by a number of Local Authorities to host all practice procedures.
LSCP Local Safeguarding Children's Partnership	Replacing the former Local Safeguarding Children's Board in 2019. The partnership ensures member agencies work together to keep children and young people safe, hold one another to account and ensure that safeguarding remains a priority. More information can be found here: https://www.safeguardinglewisham.org.uk/lscp/lscp
PAUSE	A evidence based intensive programme to support women who have experienced, or are at risk of, repeated pregnancies that result in children needing to be removed from their care. PAUSE aims to give women the opportunity to pause and take control and break a destructive cycle. More information can be found here: https://www.pause.org.uk/
RAA Regional Adoption Agency	A service that recruits, assesses, matches and supports prospective adopters, operating on behalf of; Lewisham Richmond, Kingston, Sutton, Merton, Croydon, Wandsworth, Lambeth and Southwark. More information can be found here: https://www.first4adoption.org.uk/agency/adopt-london-south/
EHM/LCS ControCC	EHM/LCS - Electronic case file recording and management system for Children's Social Care. Provided by Liquidlogic suppliers. ControCC – Electronic Finance management system linked to LCS



Our Vision



What good children's social work looks like in Lewisham

Families will tell us they understand why we are involved, the reasons for our decisions and the actions we take

We will make sure children/young people, parents, carers and others are clear about why we are involved, what needs to change and what we are doing to help. We will work 'with' families and support everyone to participate by listening to their views and encouraging them to find their own solutions. We will always respect that families are all different and they know themselves best, we will be balanced and recognise their strengths, seeking to build on what is working well to help change happen.

Children & young people will tell us their social worker spent time getting to know them and has made a difference to their lives

We will always make sure we spend enough time with the child/young person so we understand their experiences and what is important to them. The child/young person will always know that we are looking out for them, that we care about what is happening to them and that their wellbeing and safety is our top priority. We will explain to children and young people what we are doing and why, in a language they will understand and will encourage them to participate and help them make good choices to shape their own experience and futures.

Families are respected and supported to stay together whenever there is enough safety

Through building trust and relationships, families will be helped to find their own solutions and become more resilient. We will always recognise the importance of the child and young person's network and strengthen support for families to stay together wherever it is safe to do so. We will always look for care for children and young people in the naturally occurring network as the first option. We will work with families, their communities and other agencies to help young people navigate the challenges they face to keep safe in their homes, schools and in the community.

Children and young people who are in our care know we care and we won't give up on them

When a child or young person comes into our care we will do everything we can to make them safe and secure. We will talk with them about their life story, to help them understand and make sense of the difficulties they may have experienced. We will keep them connected to their family, culture and community. We will always champion their interests, celebrate their achievements and have high aspirations for them, to help them grow and to do the best they can in their lives.

Young people who have been in our care feel confident about themselves and their future

The young adults who have been in our care will be provided with the tools and support they need to build their knowledge, skills and confidence to lead successful, independent lives. We will help them access services and keep connected in their culture and communities. We will encourage and support them to realise and achieve their hopes and ambitions. We will ensure they always have someone to turn to if they need advice or help.

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CYP select committee			
Report Title	Exclusion of the Press and Public		
Key Decision	No	Item No.	6
Ward	All		
Contributors	CYP Joint Commissioning		
Class	Part 1	Date	23 January 2020

Recommendation

It is recommended that under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3, 4 and 5 of Part 1 of Schedule 12(A) of the Act, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information

7. Early Help Review

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Children and Young People Select Committee

Report title: Select Committee Work Programme Report

Date: 23 January 2020

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Emma Aye-Kumi, Scrutiny Manager

Outline and recommendations

This report gives Committee members an opportunity to review the Committee's work programme and make any modifications required.

- To consider the work programme attached at Appendix B and discuss any issues arising.
- To consider the items scheduled for the next meeting and outline any specific information required.
- To review the forward plan of key decisions to consider whether there are any items for further scrutiny.

Timeline of decision-making

Children and Young People Select Committee (CYP) Work Programme 2019/20 – draft agreed at CYP 30 April 2019

CYP Select Committee Work Programme 2019/20 – agreed by Business Panel 7.5.19

CYP Select Committee Work Programme 2019/20 – reviewed at meetings of CYP 12 June, 11 July, 17 September, 16 October, 5 December

1. Summary

- 1.1. The committee drew up a draft work programme at the beginning of the municipal year for submission to the Business Panel for consideration.
- 1.2. The Business Panel considered the proposed work programmes of each committee on 7 May 2019 and agreed the overview and scrutiny work programme.
- 1.3. The work programme can, be reviewed at each select committee meeting to take account of changing priorities.

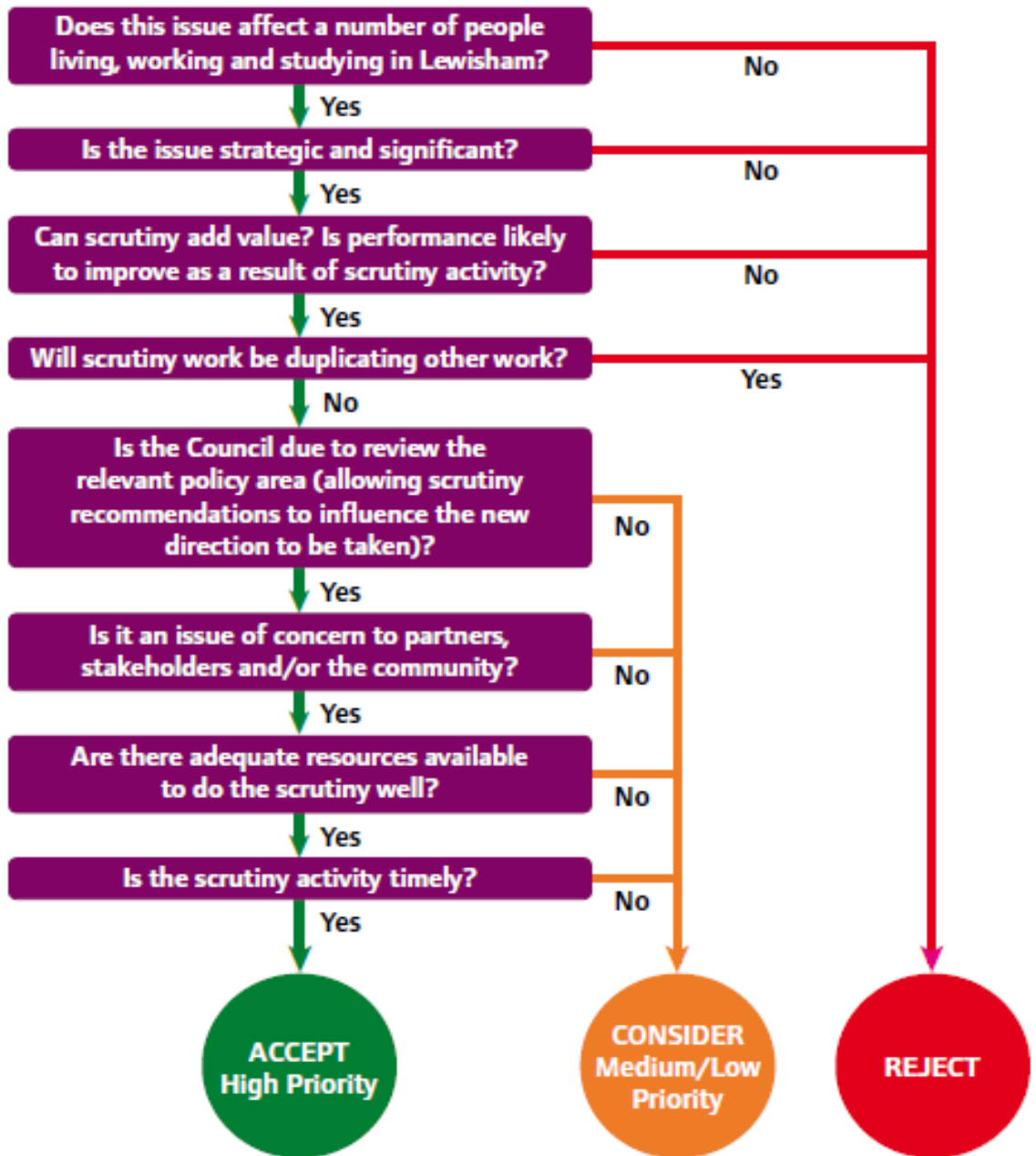
2. Recommendations

- 2.1. The Committee is asked to:
 - consider the work programme attached at Appendix B, and discuss any issues arising from the programme
 - consider the items scheduled for the next meeting, and specify the information the committee requires to achieve its desired outcomes
 - review the forthcoming key decisions set out in Appendix C, and consider any items for further scrutiny

3. Work Programme

- 3.1. Members are asked to consider if any urgent issues have arisen that require scrutiny and if any items should be removed from the work programme.
- 3.2. Any additional items should be considered against the prioritisation process before being added to the work programme (see flow chart below).
- 3.3. The committee's work programme needs to be achievable in terms of the meeting time available. If the committee agrees to add additional items, members will also need to consider which lower-priority items should be removed to create sufficient capacity.

Scrutiny work programme – prioritisation process



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- 3.4. Items within the committee's work programme should be linked to the priorities of the Council's Corporate Strategy
- 3.5. The Council's Corporate Strategy for 2018-2022 was approved at full council in February 2019.
- 3.6. The strategic priorities of the [Corporate Strategy for 2018-2022](#) are:

[Open Lewisham](#) - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.

[Tackling the housing crisis](#) - Everyone has a decent home that is secure and affordable.

[Giving children and young people the best start in life](#) - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.

[Building an inclusive local economy](#) - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.

[Delivering and defending: health, social care and support](#) - Ensuring everyone receives the health, mental health, social care and support services they need.

[Making Lewisham greener](#) - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.

[Building safer communities](#) - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

4. The next meeting

- 4.1. The following items are scheduled for the next meeting on 10 March 2020.
- 4.2. The committee should specify the information and analysis it requires for each item, so that officers are clear about what information they need to provide. The Committee is also asked to confirm the priority rating for each item.
- 4.3.

Agenda item	Review type	Relevant Corporate Priority
Safeguarding Services 6 monthly report and update on new safeguarding arrangements	Performance Monitoring	CP3 & 5
Exclusions from school – in-depth review follow up	Performance Monitoring	CP3
Annual Schools Standards report 2018/19 (Primary, Secondary, post 16 and AP)	Performance Monitoring	CP3

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5. Information Items

5.1. Some potential work programme items might be low priority and may only require a briefing report for information to be produced. If a member has any questions or comments on the briefing, these should be emailed directly to the report author, or via the Scrutiny Manager. No officer will attend the meeting in connection with the item.

5.2. Below is a tracker of the information items received by the committee:

Item	Corporate Priority
Unregulated educational settings	CP3
Corporate Parenting and LAC annual report	CP3 & 5

6. Financial implications

6.1. There are no direct financial implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme will have financial implications and these will need to be considered as part of the reports on those items.

7. Legal implications

7.1. 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. 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. Climate change and environmental implications

9.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have climate change implications and these will need to be

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considered as part of the reports on those items.

10. Crime and disorder implications

- 10.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have crime and disorder implications and these will need to be considered as part of the reports on those items.

11. Health and wellbeing implications

- 11.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have health and wellbeing implications and these will need to be considered as part of the reports on those items.

12. Report author and contact

- 12.1. If you have any questions about this report please contact: Emma Aye-Kumi, 020 8314 9534 emma.aye-kumi@lewisham.gov.uk

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Children and Young People Select Committee 2019/20

Programme of Work

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

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

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

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FORWARD PLAN OF KEY DECISIONS

Forward Plan January 2020 - April 2020

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

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty 0208 3149327, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

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

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

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
November 2019	Improvement Work Social Care Software Systems (LiquidLogic Adults - LAS & Childrens LCs)	17/12/19 Overview and Scrutiny Business Panel	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
December 2020	Contract Award for Extra Care Services at Conrad Court (Notting Hill Genesis)	17/12/19 Overview and Scrutiny Business Panel	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
August 2019	Consultation: Proposal to Transfer Management of 5 Community Centres to Lewisham Homes	15/01/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
October 2019	Preferred Tender for Travel and Transport Programme	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
October 2019	Building for Lewisham New Homes Programme parts 1 & 2	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell,		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Cabinet Member for Housing		
October 2019	State of the Highways Infrastructure and Update on Asset Management Strategy	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
October 2019	Achilles Street Estate Regeneration Ballot Results	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Parking Policy Update	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
June 2019	Disposal of former Wide Horizon Sites in Wales & Kent'	15/01/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Mayor Damien Egan, Mayor		
October 2019	Acquisition of land at Pool Court. parts 1 & 2	15/01/20 Mayor and Cabinet	Kevin Sheehan, 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
			Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	Private Sector Housing Borough-wide Licensing	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
June 2019	Adopting a Residents Charter for Lewisham	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Lewisham Draft Housing Strategy	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Housing Strategy and Homelessness Strategy	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		

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
October 2019	Precision Manufactured Housing (PMH) Procurement	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Highway Contract Tendering strategy for 2021 award	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		
November 2019	Approval for the procurement of lake operations for Beckenham Place Park	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
November 2019	Setting the Council tax Base NNDR Tax Base & Discounts for Second Homes and Empty Homes	15/01/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
December 2020	Permission to tender the Refugee Resettlement Support Service	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia,		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Cabinet Member for Democracy, Refugees & Accountability		
December 2020	Beckenham Place Park Procurement of a Lake Swimming Operator	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
December 2020	Creekside Acquisition Opportunity	15/01/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2020	Addey & Stanhope School Instrument of Government	15/01/20 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
October 2019	NHS Commissioning Arrangements in Lewisham	22/01/20 Council	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		

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
November 2019	Setting the Council tax Base NDR Tax Base & Discounts for Second Homes and Empty Homes	22/01/20 Council	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
December 2020	Friendship Agreement Pokhara	22/01/20 Council	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
December 2020	Variation to Mayoral Scheme of delegation	22/01/20 Council	Kath Nicholson, Head of Law and Mayor Damien Egan, Mayor		
October 2019	Budget 2020-21	05/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
December 2020	Youth Services Contract Award	05/02/20 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
October 2019	Mayow Road Supported Living Service Parts 1 & 2	05/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, 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
			and Cabinet Member for Health and Adult Social Care		
October 2019	PLACE/Ladywell parts 1 & 2	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
November 2019	Supported Accommodation Permitted Contract Extension	05/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
October 2019	Contract Award for Stage 2 of Greenvale School Expansion Project	05/02/20 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
November 2019	Approach to Boroughwide pot of Neighbourhood Community Infrastructure Levy	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Environment and Transport (job share)		

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Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
May 2019	Performance Monitoring	05/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2019	Renewal of Social Care software systems	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2019	Renewal of revenue and benefits software systems	05/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
November 2019	Learning Disability Framework - Award of call off contracts	05/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
December 2020	Leisure Centre Admission Charges	05/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community		

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
			Services and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
October 2019	Budget Update	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2019	Precision Manufactured Housing (PMH) Procurement Process Outcome and Decision	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Old Town Hall works - permission to tender	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2020	Future Provision of Home Care	12/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
December 2020	Draft Local Plan	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration &		

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
			Environment and Mayor Damien Egan, Mayor		
December 2020	Community Wealth Building and Inclusive Growth Strategy Update	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Joe Dromey, Cabinet Member for Culture, Jobs and Skills (job share)		
December 2020	Achilles Street Estate Land Assembly Parts 1 & 2	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
December 2020	Community Energy Fund grant awards	12/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
October 2019	Budget 2020-21	26/02/20 Council	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2019	Lewisham Climate Emergency Action Plan	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie		

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			McGeevor, Cabinet Member for Environment and Transport (job share)		
October 2019	Air Quality Action Plan	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
December 2020	Local Plan New Cross Gate SPD and Surrey Canl SPD	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	Renewal of Oracle Licensing arrangements	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
December 2020	Corporate Energy Contract Strategy	11/03/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
December 2020	Post consultation	11/03/20	Kevin Sheehan,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	recommendation of additions of new buildings to Local List	Mayor and Cabinet	Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2020	Approval of the draft Lewisham Local Plan for public consultation	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2020	Approval of the Local Development Scheme (update)	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	Adoption of the Catford Regeneration Masterplan Framework	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2020	Approval of the draft Lewisham Local Plan for public consultation	01/04/20 Council	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2020	Approval of the Local Development Scheme (update)	01/04/20 Council	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
November 2019	Approval to appoint operator	29/04/20	Kevin Sheehan,		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	for concessions contract at the lake, Beckenham Place Park	Mayor and Cabinet	Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (job share)		
November 2019	Corporate Equalities Scheme	29/04/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Jonathan Slater, Cabinet Member for Community Sector		

FORWARD PLAN – KEY DECISIONS

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