

Overview and Scrutiny



Children and Young People Select Committee Agenda

Thursday, 4 March 2021
7.00 pm, Virtual Meeting via MS Teams

For more information contact: Emma Aye-Kumi (emma.aye-kumi@lewisham.gov.uk)

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

Part 1

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Children and Young People Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 4 March 2021.

Kim Wright, Chief Executive
Wednesday, 24 February 2021

Councillor Luke Sorba (Chair)	
Councillor Caroline Kalu (Vice-Chair)	
Councillor Colin Elliott	
Councillor Octavia Holland	
Councillor Liz Johnston-Franklin	
Councillor Hilary Moore	
Councillor Jacq Paschoud	
Councillor Lionel Openshaw	
Oluwafela Ajayi	Parent Governor - Special Schools
Lilian Brooks	Parent Governor - Primary Schools
Monsignor N Rotheron	Catholic Church Representative
Clive Caseley	Parent Governor - Secondary Schools
Emma Aye-Kumi (Clerk)	
Councillor Bill Brown (ex-Officio)	
Councillor Sophie Davis (ex-Officio)	

MINUTES OF THE CHILDREN AND YOUNG PEOPLE SELECT COMMITTEE

Thursday, 21 January 2021 at 7.00 pm

PRESENT: Councillors Luke Sorba (Chair), Caroline Kalu (Vice-Chair), Colin Elliott, Octavia Holland, Liz Johnston-Franklin, Hilary Moore, Jacq Paschoud and Lionel Openshaw, Oluwafela Ajayi (Parent Governor - Special Schools), Monsignor N Rothon (Catholic Church Representative) and Clive Caseley (Parent Governor - Secondary Schools)

APOLOGIES: Councillors Sophie Davis (lateness)

ALSO PRESENT: Emma Aye-Kumi (Scrutiny Manager), Councillor Chris Barnham (Cabinet Member for Children's Services and School Performance), Councillor Amanda De Ryk (Cabinet Member for Finance and Resources), Councillor Bill Brown (Chair of Overview & Scrutiny), Councillor Sophie Davis (Vice Chair Overview & Scrutiny), Pinaki Ghoshal (Executive Director for Children & Young People), Lucie Heyes (Assistant Director of Children's Social Care), Angela Scattergood (Director of Education Services, Education Standards and Inclusion), David Austin (Acting Chief Finance Officer) and Tony O'Sullivan (Save Lewisham Hospital Campaign)

1. Minutes of the meeting held on 26 November 2020

- 1.1 The Chair opened the meeting and welcomed participants and the public viewing at home.
- 1.2 The minutes of the last meeting were AGREED without discussion, as a true and accurate record of the proceedings.

2. Declarations of interest

- 2.1 The following interests were declared:
 - Cllr Luke Sorba is the Lewisham Council appointee to the Council of Governors for the South London and Maudsley NHS Trust, and a Member of the Socialist Health Association
 - Cllr Jacq Paschoud is a Member of Socialist Health Association, and a Trustee of a short breaks provider in Lewisham (the Ravensbourne Project)
 - Cllr Liz Johnston-Franklin is the Council representative on the Youth First Board.

3. Responses to Referrals to Mayor and Cabinet

None due.

4. Budget cuts

- 4.1 The Chair reminded the Committee that it could discuss any cut proposal, and was not limited to those relating to the Children and Young People (CYP) Directorate.
- 4.2 Pinaki Ghoshal - Executive Director for Children and Young People introduced the item.
- 4.3 The Chair invited Dr Tony O’Sullivan of the Save Lewisham Hospital Campaign (SLHC) to comment on proposal C-22 “Reduction in LBL contribution to CAMHS service” and any other proposals affecting health services.
- 4.4 Dr O’Sullivan addressed the Committee and made the following points:
1. While the SLHC understood that the pressures were due to the financial cuts imposed by the government on the council, the concern was whether the proposed cuts were deliverable and would be safe for children.
 2. SLHC did not believe that the cuts were safe to make, and stressed the impact on children.
 3. Above all else SLHC urged the council to protect the mental health and safety of children especially during the Covid-19 pandemic.
 4. CAMHS had been historically underfunded in Lewisham. Although wait times for assessment had reduced, wait times for actual therapy remained long and unchanged since 2018.
 5. A high proportion of GP referrals to CAMHS were also turned down because of high thresholds.
 6. Signposting to other services often referred families and young people to organisations that had closed due to funding cuts.
 7. Covid-19 would result in a flood of need.
 8. He implored the council to work with SLHC to campaign against the government cuts.
- 4.5 A discussion followed in which the following was noted:
1. Members were concerned about long waits for treatment, highlighting that a year is a long time in a child’s life.
 2. Some members felt that campaigning was unlikely to make a difference to the funding available to the council.
 3. There was recognition of the impact of Covid-19 on child and adolescent mental health. The Chair quoted the Royal College of Psychiatrists who declared the mental health impact of the third lockdown a “national emergency” and that the “impact will last a generation”.
 4. The cuts proposals had been drawn up before this lockdown and school closures.
 5. Overall funding for CAMHS had increased from £5m to £7m over the last few years.
 6. The council’s financial contribution to CAMHS was small compared to overall CAMHS funding.
 7. The proposed reduction of the council’s contribution was offset by a greater increase in NHS funding.

8. Waiting times for treatment were not increasing and the average wait for treatment was 17.4 weeks. Approximately two thirds of GP referrals to the service were being accepted.
9. Although the current lockdown had not been considered when the proposals were drawn up, it was anticipated that although covid would bring about an increase in emotional ill health, most children should not require CAMHS intervention as a result. Lewisham had developed a School's Mental Health Support Team, and was building an early help service. Family therapists and Family Thrive would form part of this offer. The Kooth contract would continue for mainstream mental health support.
10. There were currently no details on NHS investment levels for 2021-22 but indications were that the investment would continue.
11. CAMHS had not seen an increase in referrals resulting from the first lockdown.
12. Members felt that the council should have an estimate of what demand might be to ensure that early intervention services were equipped to cope with the expected increased pressure, and that this should inform any decision to reduce CAMHS funding.
13. Various anecdotes were shared from Committee Members' various personal and professional experiences of seeing the negative impact of the pandemic on children and young people.
14. Members argued that CAMHS referrals are lower when children are not at school. Officers replied that schools are still open to vulnerable children.

C-23 Reduction in the Health Visiting contract

15. Members expressed concern about the proposal C-23 "Reduction in the Health Visiting contract" , arguing that, according to the Public Health England statistics, Lewisham compares negatively compared to its statistical neighbours on the 6-9 month, 12 month and the 2-2.5 year checks. Also Health Visiting (HV) is funded from the ring-fenced public health budget, and it was not clear where the savings would be redistributed to.
16. Members were also concerned that taking out this universal service would remove the only contact that some families have with statutory services.
17. Members wanted more information on intended reach of the HV service, following the cuts, as well as information on what it would mean in practice for families, considering that the population, and therefore the level of need for the service, was increasing.
18. Officers agreed to provide a comparison of the c. £24m public health spend and proposals for the coming year, and details on the healthy child programme Action – Exec Dir CYP
19. The expectation was that the public health budget of c. £24m would not be cut, but that the HV spend would reduce by c. £350k, releasing the funds for use in part funding the improved early help and prevention offer.
20. The HV service currently carries a significant number of vacancies, the value of which exceeds £350k. The Trust had struggled to recruit band 6 HVs due to a national shortage.

21. Officers explained that if the funding is allocated to the Trust for the HV service and it fails to fill the vacancies, the £350k does not return to the council.
22. Officers anticipated that the cuts would not reduce HV time for families and children, and the council would have the benefit of the reduction in spend rather than the Trust.
23. One Member asked if the council had applied for a s31 grant. Officers explained that s31 was part of the funding that the council received and could not be applied for.

F-23 Home to School Transport

24. Currently, around one third of the total spend on home to school transport for children with special education needs and disabilities went on taxis.
25. Officers highlighted how complicated home to school transport was but felt the proposed cuts were achievable.

F-19 Reduction in specialist legal advocacy and assessments for CYP proceedings

26. Regarding the proposal F-19 “Reduction in specialist legal advocacy and assessments for CYP proceedings” costs, better support and assessment and early social worker intervention was leading to reduced legal costs. In the past, the council had been overly dependent on specialist assessments but as the quality of social work was improving, the service was more confident about the assessments it was doing. This proposal would not reduce the service to children and families, but was a result of improved infrastructure. Fewer children coming into care was also leading to fewer proceedings.

4.6 It was PROPOSED, SECONDED and RESOLVED following a unanimous vote that a referral be made to the Mayor & Cabinet via Public Accounts Select Committee in the following terms:

1. “The Committee recommends that the proposal C-23 (that £350,000 of the Health Visitor budget transfers to other parts of the public health budget) is not made in 2021/22, considering the risk to families with children under 2 and Lewisham’s existing poor Healthy Child Programme (HCP) coverage. This would enable: efforts to be made to improve contract management and recruit and retain health visitors. Failing this, Councillors can be presented with a clear plan for support which will be given to families with 0-2 year olds to achieve the goals of the HCP in terms of support and surveillance. The Committee feels strongly that a detailed comparison of the public health budget for 2020/21 and 2021/22 and understanding of prioritisation is necessary to fully understand the impact of the proposal before any decision is made.
2. The Committee, taking into account compelling evidence of the escalating and damaging effect of the Pandemic on children and

young people's mental health, warnings expressed by specialist Health Professionals, Academics, Educators, Charities, Parents and Campaign groups, and the indefinite third national lockdown along with prolonged school closures (which were not anticipated when this proposal was initially drafted) recommends not to go ahead with Proposal C-22 (£250,000 cut in Council contribution to Children and Adolescent Mental Health Services) in the financial year 2021/22."

4.7 Members praised officers for finding where savings could be made, and recognised that officers had tried hard to mitigate the damage. The Chair thanked Dr O'Sullivan for his contribution to the discussion.

5. Corporate Parenting and Children Looked After

5.1 Lucie Heyes - Director of Children's Social Care introduced the report. She highlighted that 76 fewer children were forecast to enter the care system in 2021-22, and a further reduction over next 3 years was projected. Historically, Lewisham had too high a rate of children entering care. The high legacy rate would reduce as children grow up and move out of care. She also explained how covid had impacted the service, and that staff vaccinations were being rolled out so it was hoped that face to face would be resumed shortly.

5.2 A discussion followed and it was noted that:

1. Most of Lewisham's children looked after were continuing to attend school throughout the lockdown on the basis that they were vulnerable.
2. Many care leavers had lost their jobs and NEET figures were negatively affected by covid.
3. The council had tried to give all children in care and care leavers access to SMART phone or hardware to enable contact with social workers.
4. Where face to face contact with natural families was not possible, social workers had tried to enable video or phone contact.
5. Unregulated settings had recently received bad press but not all are bad places to be. There were currently a number of young people in unregulated semi-independent and supported housing arrangements as part of the process of transitioning to independence. These young people have a support package around them. Officers were happy that the placements are of suitable quality and do not use providers that are known to be unsuitable or of poor quality, based on cross borough intelligence.
6. The council currently has one young person in an unregistered setting and it is in the process of registration. Essentially it is setting up a bespoke children's home for that one child to meet particular needs. The registration process is long, but officers are satisfied that good care is provided and they had a good rationale for using it.
7. Social workers have a minimum of fortnightly contact with care leavers during the lockdown and every care leaver has an allocated personal advisor. Regular contact is facilitated, but as care leavers are adults, the degree to which they engage is their choice.

8. 1700 digital devices had been received for schools from the Department for Education. The council was seeking to get 2800 more during the current lockdown.

5.3 RESOLVED that the report and comments be noted.

6. SEND transition from children's to adults' services

6.1 Angela Scattergood – Director of Education introduced the item and apologised for the late publication of the report which was delayed because officers were dealing with the demands of the covid response and unexpected closure of schools.

6.2 The Committee was invited to comment or put questions to officers and the following was noted:

1. One Member cautioned against setting up initiatives that cannot be financially supported in the long term, bearing in mind the cuts that the council is having to make.
2. Travel training can be a very long process and needs to start early. Building travel confidence can take a long time, even if the child has the physical or mental capacity to make the journey.
3. The creation of a designated team dealing with transition from children's to adult's services meant that travel training could now be properly programmed, working backwards to when training needs to start.
4. Ideally, employment and work experience opportunities need to be sustainable and local, according to Members. One Member mentioned that Vicky Foxcroft MP was championing inclusion and suggested this might present opportunities for Lewisham's young people with SEND.
5. An officer group had been put in place to review pressure on the High Needs Block (HNB). The overspend on the HNB was due to EHCPs and a 2 year plan was in place to reduce it.
6. The HNB had not had an overspend in recent years, but was predicting to overspend by circa £6m in 2021-22. However this would be offset by an equivalent increase in the Designated Schools Grant (DSG).
7. The Schools Forum had agreed to allocate an additional £1m to the HNB but there would be further pressure in the next financial year. Almost every local authority is overspending on the HNB.
8. Members were pleased to hear that the HNB had not overspent until now.
9. One of the key mitigating factors in reducing the overspend would be reducing the number of children and young people who with EHCPs who go out of the borough for education. To do this there needs to be a comprehensive offer in borough. Good schools partnerships make planning easier.
10. The large rise in EHCPs could be attributed to the 2014 SEND reforms which widened the age gap from 6-16 to 0-25. Lewisham, like other boroughs, was experiencing a rise in EHCPs among the under 5s and over 16s. Also, identification of SEND was improving and parents expectations had been raised by the SEND reforms.
11. It was expected that the impact of covid and rising poverty would lead to further increases.

6.3 RESOLVED that the report and comments be noted. The Committee recorded its thanks to Children and Young People (CYP) officers for their work in responding to the pandemic.

7. Select Committee work programme

7.1 The Chair highlighted the three items on the March agenda as:

1. update on safeguarding
2. early help update
3. follow up to the living in temporary accommodation in-depth review, including the overdue formal response to the Mayor and Cabinet referral.

7.2 He also explained the following:

1. The Committee had met (online) with the Young Mayor and Advisers in between meetings and was currently working with them to look at ways of increasing participation and engaging them in scrutiny matters.
2. As regards the information item on the work programme “Impact of GCSE algorithm” he explained that the algorithm had been abandoned in favour of teacher assessed grades and that there was insufficient data to report on the impact this had on students’ onward destinations. As a result, this would be removed from the work programme.
3. The item on Elective Home Education would be postponed until the next municipal year.
4. Cllr De Ryk – Cabinet Member for Finance and Resources was invited to speak. She explained that the local government finance agreement gave Lewisham an additional £6m revenue that was not forecasted. This took some of the savings target down.
5. The Committee was invited to attend a meeting of the Safer Stronger Communities Select Committee at 7pm on 1 March to jointly consider an item on the Youth Offending Service.

7.3 RESOLVED that the work programme be amended to reflect the discussion. The Chair thanked officers and Dr Tony O’Sullivan for their participation in the meeting.

The meeting ended at 9.25 pm

Chair:

Date:

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Agenda Item 2

Committee	Children and Young People Select Committee	Item No.	2
Title	Declarations of Interest		
Wards			
Contributors	Chief Executive		
Class	Part 1	Date	4 March 2021

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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Children and Young People Committee

Response to Children and Young People Select Committee - comments on children in temporary accommodation and 6 month update.

Date: 4 March 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Outline and recommendations

This report provides the response agreed at Mayor and Cabinet on 10 February 2021 to a referral made at the meeting of Children and Young People Select Committee held on 10 March 2020.

1. Summary

- 1.1. This report informs Members of the response agreed at Mayor and Cabinet on 10 February 2021 to a referral made by the Committee at its meeting held on 10 March 2020.

2. Recommendation

- 2.1. The Committee is recommended to receive and note the Mayor & Cabinet response to its referral on children in temporary accommodation and 6 month update.

3. Response

- 3.1. The Mayor and Cabinet considered the attached report at the Mayor & Cabinet meeting held on 10 February 2021. The Mayor and Cabinet unanimously resolved that the response be approved and forwarded to the Committee.

4. Financial implications

- 4.1. There are no direct financial implications arising from this report.

5. Legal implications

5.1. There are no direct legal implications arising from this report.

6. Equalities implications

6.1. There are no direct equalities implications arising from this report.

7. Climate change and environmental implications

7.1. There are no direct climate change or environmental implications arising from this report.

8. Crime and disorder implications

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

9. Health and wellbeing implications

9.1. There are no direct health and wellbeing implications arising from this report.

10. Glossary

Term	Definition
Mayor and Cabinet	Mayor & Cabinet (otherwise known as the 'Executive') consists of the Mayor and between two and nine Cabinet Members, who are appointed by the Mayor.

11. Background Papers

Mayor & Cabinet Minutes of 10 February 2021

12. Report author and contact

12.1. Kevin Flaherty, Head of Business and Committee, 0208 314 9327, kevin.flaherty@lewisham.gov.uk



Mayor and Cabinet

Report title: Response to Children and Young People Select Committee comments on children in temporary accommodation and 6 month update

Date: 10 February 2021

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors:

Pinaki Ghoshal, Executive Director for Children and Young People

Fenella Beckman, Director of Housing Services

Outline and recommendations

- Mayor and Cabinet to consider the officer response to the 10 recommendations made by the CYP Select Committee in relation to their report on Children in Temporary Accommodation, along with the current progress.

Timeline of engagement and decision-making

10 February 2021	Response and update to be presented to Mayor and Cabinet
4 March 2021	Response and update to be presented to CYP Select Committee

1. Summary

- 1.1. This report seeks to provide a response to the Children and Young People Select Committee recommendations on children in temporary accommodation, along with an update of progress so far.
- 1.2. The Committee made a number of recommendations. Whilst a number of the recommendations can be implemented with closer joint working across services and within existing budgets, there are a number which would require considerable expenditure.
- 1.3. This report sets out the responses to the individual recommendations, updates on progress and identifies where additional expenditure is needed to cover the cost of the recommendations which cannot be met within existing budgets.

2. Recommendations

- 2.1. Mayor and Cabinet are asked to:
 - 2.1.1. Note the contents of this report and approve the responses to the recommendations

3. Policy Context

- 3.1. The contents of this report are consistent with the Council's policy framework. It supports the achievements of the Corporate Strategy objectives:
 - 3.1.1. Tackling the housing crisis – Everyone has a decent home that is secure and affordable.
- 3.2. In response to the changing landscape and increasing demands on our services, the council will imminently adopt a new five-year Housing strategy, and a two-year Homelessness and Rough Sleeping strategy. Both strategies respond to the rising pressures of the housing crisis and additional need created by the COVID-19 pandemic.
 - 3.2.1. The key priorities of the Housing strategy are:
 - Delivering the homes that Lewisham needs;
 - Preventing homelessness and meeting housing need;

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- Improving the quality, standard and safety of housing;
- Supporting our residents to live safe, independent and active lives;
- Strengthening communities and embracing diversity.

3.2.2. The key priorities of the Homelessness and Rough Sleeping strategy are:

- Prevent homelessness at the earliest opportunity with the most appropriate level of support;
- Support people to access a stable and secure home;
- Support rough sleepers to enable access to services and sustainable accommodation;
- Adapt and be agile in our service delivery to support residents impacted by COVID-19;
- Strengthen partnership working.

4. Background

- 4.1. There are almost 10,000 households on the housing register. It would take over nine years to provide social homes to everyone on the housing register if the number of available homes stays the same, and if no more households are added to the register. It is likely that many of those on our register will never move into social housing.
- 4.2. Over recent years, the number of social housing properties available for letting has been steadily decreasing. On average around 1000 properties are let per annum. The number is anticipated to be even lower in this financial year (20/21) due to the impact of Covid-19.
- 4.3. The lack of supply is also exacerbating the level of need in the borough. Increasing numbers of households are in need of larger family homes for instance, however the number of larger houses available is very small. In 2019/20 there were 363 families in need of a five-bedroom property and only one of this size was let. The below table illustrates this, and the lets vs need for other house sizes:

Bedroom	Let in 19/20	Number on the register in housing need
1 bedroom	624	1694
2 bedroom	305	3814
3 bedroom	171	2980
4 bedroom	27	986
5 bedroom	1	363

- 4.4. Over the past years, there has been a significant rise in the number of homeless households who require temporary accommodation. As of January 2021, 2,450 households were in temporary accommodation arranged by the Council. The number has increased, from 1,944 in March 2018, to 2,148 in March 2019 and 2,383 in March 2020. In 2019/20 temporary accommodation cost the council approximately £3million.

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5. Response to the report recommendations

- 5.1. Detailed responses to the individual recommendations are provided below.
- 5.2. Whilst a number of the recommendations can be implemented with closer joint working across services and within existing budgets, some would require additional expenditure. These expenses are indicated within the responses.
- 5.3. **Recommendation 1:** *That the Housing Department collects data on types of placements, numbers of children, ethnic profiles which it updates at reasonable intervals and makes available on request to relevant Members/ Committees.*
 - 5.3.1. The majority of this data is already collected and provided to Members and Committees on request. The exception is ethnic profiles, as it is not compulsory for housing register applicants or residents to provide this information to us. It is possible to provide this information to Members and Committees, however, it should be acknowledged that the information will not be representative of all housing register applicants and residents.
- 5.4. **Recommendation 2:** *That the council does not place a. families with children under 18, b. 16 & 17 year olds and c. Care leavers, in nightly paid accommodation with shared amenities. This is because sharing kitchens, bathrooms and/or toilet facilities with strangers has a profoundly damaging effect on children and young people's physical and mental health, which can impact on school attendance, academic attainment, and cognitive development.*
 - 5.4.1. **a. Families with children under 18** - Every effort is made to place households in accommodation that is most suitable to their needs, this includes prioritising families for self-contained accommodation. Families are often placed in accommodation in emergency situations and in those circumstances, it is not always possible to identify available self-contained accommodation at short notice. The council has to make use of the best available accommodation at the time, which means that families are sometimes placed in shared nightly paid accommodation in emergency situations. This is not something we seek to do and we have been making a considerable effort to minimise our use of shared accommodation over time. For example, there were 19 families with children in shared accommodation in October 2020 (16 families and 3 care leavers) and this number has been reduced significantly to 3 (1 family and 2 care leavers) by January 2021. The six week rule for nightly paid accommodation is applied and we try to move families on as quickly as possible within this time.
 - 5.4.2. **b. 16 & 17 year olds** - There are currently three 16 & 17 year olds with children living in council owned hostels with shared facilities. These hostels are not specified as nightly paid accommodation, as they are within the Council's ownership. In line with legislation, a minor cannot hold a 'legal' interest in land and can only hold an 'equitable' interest. This creates difficulties for landlords when granting and ending occupation rights to minors as, depending on the type of letting, there might not be a direct contractual relationship between the landlord and the minor. There are limited ways a landlord can grant a tenancy to a minor to benefit from a tenancy and those do not apply in these cases. Therefore we are unable to place these three households in alternative accommodation and any other housing option is limited before their 18th Birthday.
 - 5.4.3. As part of our offer to those vulnerable customers in Temporary Accommodation, officer will refer those customers who are vulnerable for floating support where the customer is willing to engage in case they are not able to live independently. We continue to monitor the needs of this cohort and will assesses 16 & 17 year olds with children on a case by case basis as a question of fact in each case.

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Officers in the Housing Department are aware of their Safeguarding duties and will refer any Young Person or family we are concerned about to Children Social Care for an assessment of their needs.

- 5.4.4. Housing and Children's Social Care are engaged in a project bringing together the two services to develop joint protocols for working with; homeless 16/17 year olds, homeless families for whom there are child safeguarding concerns and Care Leavers. The project has two key components, the first is developing more efficient and collaborative ways of working to jointly assess the needs of these presenting young people and families and support for them. The second component is reviewing housing capacity and options to ensure we have suitable supported and semi-independent accommodation pathways for our Care Leavers (18-25 years), as well as independent move on and tenancy support, to fully exercise our Corporate Parenting duties.
- 5.4.5. Lewisham currently has 427 Care Leavers, it is not practice to place them in nightly paid accommodation with shared amenities. Depending on their needs, our Care Leavers are placed in a range of accommodation including semi-independent accommodation, supported housing, supported lodgings, training flats, mother & baby units and stand-alone accommodation with floating support. Much of this accommodation has shared amenities, facilitating the support necessary for Care Leavers to learn the independence skills required to move on into independent accommodation. At present Children's Social Care has one Care Leaver placed in hotel accommodation due to a number of previous placement breakdowns involving violence and damage to property. As a result Housing and Commissioning cannot source an alternative placement at the moment, although looking on a daily basis. Children's Social Care is working closely with Housing to look at a priority nomination for this young person with a high level of floating support.
- 5.5. **Recommendation 3:** *That the Homelessness Reduction team seeks to identify early where children are more likely to be evicted and a Liaison Officer be appointed to work with the Children and Young People Directorate and Housing to facilitate joint preventative work where a potential eviction is anticipated to lead to a child being referred to CSC.*
- 5.5.1. The Housing Service has funded a pilot Housing and Safeguarding Coordinator post to work with the MASH team representing the Housing Needs service. The purpose of the role was to enhance partnership working and to provide specialist advice on early intervention, homeless prevention and domestic abuse. Although the pilot is coming to an end, the learning is being used to inform work we are now doing jointly with Children's Social Care around the development of a joint team to support the families we work with from the next financial year.
- 5.6. **Recommendation 4:** *That an additional post focused on the welfare of children who are schooled in Lewisham but placed in accommodation outside the borough be created.*
- 5.6.1. At any one time the number of families with school age children placed outside of Lewisham is small and this would not justify the cost of an additional post. After considering the concerns raised the Education Service have identified Lewisham Attendance Service as being best placed to provide support. Where a family and child are placed in temporary housing outside Lewisham, but still attending a Lewisham school, the first indicator to trigger welfare support is often an issue with school attendance. Lewisham Attendance Service will build on the work they already carry out to support families in such situations. We will work with in partnership with Council colleagues and schools and to ensure early notification of when an out of borough move has taken place.
- 5.6.2. The Attendance Service can provide welfare support and flexibility to families in this

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situation, as they are often travelling far to get to a Lewisham school daily. This might be a referral to early help or support with applications to charitable funds for travel costs. The service will work with the school and the family to explore their circumstances and capacity to sustain daily attendance and to ensure that the education placement is in the best interests of the child. We would expect liaison with the local authority where the temporary housing is located, to see if there can be an offer of a school place locally. We understand that families are often reluctant to take up this offer as they are scared of losing their Lewisham school place. Following a return to Lewisham we would support the family with the Lewisham application process, where possible facilitating a return to the original school if there was a vacancy, in line with our admissions procedures.

- 5.7. **Recommendation 5:** That *a. prior to placing tenants, properties are inspected in person by or on behalf of Lewisham Council, with a written condition report and photos; and b. no family be placed in unsatisfactory accommodation. When deciding whether a property is satisfactory, due regard should be given to: i. the fabric of the building – including a range of qualities such as state of repair, natural light, space; ii. The appropriateness of other residents and building users.*
- 5.7.1. Before working with a prospective accommodation provider the council ensure that information on their company registration and company accounts is provided. In addition, they must provide two other local authority contacts to provide references, regarding the standard of their accommodation and the management service they provide. Checks are made with the enforcement team to ensure the landlord is not known to be a rogue landlord. The council and Landlord then enter into a service level agreement, covering the standard of accommodation and the expected responsive repair service. The landlords are well briefed by the procurement team with regards to the council's suitability standards and that no hazards are permitted. A landlord information pack is given to landlords and landlords provide a condition report to the procurement team. Households have the legal right to review the appropriateness of the placement, both on grounds of suitability and location and households are advised of those grounds.
- 5.7.2. Due to the ad hoc booking process of nightly paid accommodation, it is not possible for council officers to inspect all accommodation before booking. However, inspections are arranged every quarter and, in addition, feedback from residents helps to inform our programme of inspections. They are carried out on both an announced and unannounced basis, in order to achieve a balance between tenancy audits and ensuring the properties are properly maintained. Unfortunately, due to the Covid-19 pandemic, these inspections have not taken place as frequently in recent months.
- 5.7.3. Prior to letting, the council requires the provider to inspect the accommodation and ensure it meets the required property standards. This is enforced through the service level agreement in place. The provider will also need to undertake occupancy checks every 6 weeks to ensure the tenant is occupying the accommodation and also to check that there are no repair issues present. The council has a dedicated Compliance Officer in place that monitors the health and safety compliance aspect of all temporary accommodation. The officer also ensures property compliance in all statutory and best practice areas, such as gas, electric, energy efficiency and fire risk. Where concerns are raised regarding accommodation the council will undertake a joint inspection with the provider to ensure that the issues highlighted are adequately addressed.
- 5.7.4. The council has signed up to a pan London framework, Setting the Standard, to ensure shared temporary accommodation meets a set minimum property standard. A total of 31 London Boroughs have signed up to this framework which went live in December 2020. Through this framework all shared accommodation used by the council will be inspected by a central inspection team and providers will be checked to ensure they are fit and proper. This framework will provide local authorities with assurances that the

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shared accommodation they are using is adequate and suitable for placements and confidence that all shared accommodation has been inspected. Under the current arrangements, all shared accommodation is inspected twice a year by the council.

- 5.7.5. If it is made a requirement, dedicated officers will be required to ensure that all self-contained temporary accommodation stock is inspected prior to being used by the council. The stock comprises private sector leasing properties, privately managed accommodation, self-contained nightly paid properties and stock managed by registered providers. In order to inspect these properties, plus any newly procured properties, three fixed term posts with HHSRS training would be required. The pay scale of these post would be S02 and together with on costs and overheads would cost the council in the region of £200,000 annually.
- 5.8. **Recommendation 6:** That placing a family in temporary accommodation outside the borough should not contain an assumption in advance as to the location of their settled/permanent accommodation.
- 5.8.1. We recognise that relocating to another area can be a very difficult time for families, especially where existing support and services are located in Lewisham. However, it must be recognised that there is a significant shortage of available accommodation in Lewisham and increasing demand for these properties. In addition, the priority is that households secure stable, permanent accommodation that is right for them at the earliest possibility. Therefore the private rented sector often represents a better option compared to waiting in temporary accommodation for long periods of time.
- 5.8.2. Offers of accommodation are made in line with the council's Location Priority Policy (LPP). The LPP requires placements to be as close to Lewisham as possible and the vast majority of placements made are in-borough. In 19/20, 62 discharges of duty were made from temporary accommodation, 37 of these were within Lewisham. In addition, 394 social housing properties within Lewisham were allocated to Homeless households. Overall, for 19/20, 456 permanent placements were made, of which 431 were in-borough. Therefore, 95% of all households offered permanent settled accommodation were able to remain in Lewisham.
- 5.8.3. Accepted homeless households remain on the housing register whilst they are living in temporary accommodation and are able to bid for social housing. They are advised of the process and that the timeframes involved in securing social housing can be long. It is possible that households will remain in temporary accommodation for three years or longer, therefore it is potentially appropriate for households to settle in the area where their temporary accommodation is located. The Private Rented Sector Offer (PRSO) policy says that the council will only discharge duty to the private sector if it is appropriate, and household circumstances at the time will be taken into consideration.
- 5.9. **Recommendation 7:** *That clear and accessible information be provided to all households on their rights, pathways for resolving issues with temporary accommodation, the location of local amenities such as the GP, dentist, shops, library, together with regularly updated advice on the anticipated length of stay so families can make informed decisions around school placements.*
- 5.9.1. The council endeavours to place households in or as close to Lewisham Borough as possible. Where this is not possible households can be placed in other parts of London and in some cases outside of London. For placements outside of London, the council have an agreement in place, where accommodation providers are required to provide households with a comprehensive move in pack. This pack includes information about the local area, such as nearby schools, GP's and shopping facilities available. This makes it easier for households to settle into a new area. For placements in London, the council procures accommodation in areas that have easily accessible amenities and good transport links. Resettlement officers work with households to assist when moving from shared or self-contained accommodation to the private rented sector and

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help with tenancy sustainment.

- 5.9.2. The council seeks to ensure that all repairs are responded too and addressed in a timely manner and households are in placed suitable accommodation free from disrepair. Clear pathways are identified for households to resolve any issues that they have with their temporary accommodation. Residents are provided information on how repairs should be reported at the property sign up stage. In most temporary accommodation cases, repairs are raised directly with the accommodation provider. If the household feels that the accommodation provider is not being responsive or adequately addressing the repairs raised, then households are able to escalate repairs through an online reporting portal that can be found on the Lewisham Council website. The case is allocated to a council officer who will raise the repair directly with the accommodation provider on behalf of the household, with the view of getting it resolved.
- 5.10. **Recommendation 8:** *That communication with service users be more open and a culture that builds trust, transparency and information-sharing be encouraged. This includes seeking and recording feedback from service users which is then acted upon, and service users kept informed, where appropriate.*
- 5.10.1. The Housing Needs Service welcomes dialogue with service users and their advocates and the service works hard to progress case work in an open and transparent way. A monthly survey is issued for Housing Needs service users. Findings from the surveys are continually fed back into improvement work. Consultation exercises are held regularly to develop new processes, initiatives and ways of working. Officers are clear about the reality of the situation with households and whilst it can be difficult to do so, officers attempt to manage expectations during their conversations with households, with regards to timeframes and the availability of accommodation. Regular attendance at the Homelessness Forum helps to keep advocates and community partners updated on service updates and developments too so they can be best informed.
- 5.11. **Recommendation 9:** That the Housing Department responds swiftly and thoroughly to enquiries from Members, officers outside the Department and other stakeholders, including schools, Citizen's Advice Bureaux etc.
- 5.11.1. The service recognises that in the past response times have taken longer than expected in some instances. There has been a significant effort in recent months to reduce turnaround times for complaints and to address the backlog. As a result, the number of overdue complaints has reduced substantially to a handful in January 2021. The Housing Team work with a large number of clients with often complex casework and a wide range of different personal circumstances. This means it can sometimes be challenging to collate information comprehensively and quickly, however, officers will continue to work hard to adhere to corporate timeframes for responding to correspondence. Performance is closely monitored to identify any slippage at an early stage.
- 5.11.2. The council has procured an integrated housing system which combines much of this data. The homelessness and supported housing modules recently launched, and the housing register and choice based lettings modules are soon to follow. Once fully implemented officers will find it quicker and easier to retrieve information on specific cases and improve the turnaround time in responding to casework.
- 5.12. **Recommendation 10:** *That the information from Shelter in Appendix C on page 101 of the report should be updated to ensure accuracy and circulated to all schools in the borough.*
- 5.12.1. The recommendations of the Shelter report 'Engaging with homeless children' has been shared with schools and other educational providers.

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6. Financial implications

- 6.1. This report asks Mayor and Cabinet to consider the officer response to the 10 recommendations made by the CYP Select Committee in relation to their report on Children in Temporary Accommodation. As such, the majority of these recommendations and responses do not have direct financial implications.
- 6.2. As outlined in response to recommendation 5, the cost of property inspectors to inspect all forms self-contained temporary accommodation used by the authority, both existing and new, is assessed to be in the region of £138k per year, comprising of 3 officers. This is currently not budgeted for within the service allocations and would require additional resources to be allocated to the Housing service to cover this additional work and increased cost, if this recommendation is to be implemented.
- 6.3. As has been previously narrated and outlined in this report, the current housing issues experienced both nationally and in the borough are putting severe pressure on the council's housing allocations and budgets. There are significant costs associated with housing generally including managing the provision of council housing and providing services to those experiencing homelessness or the threat of homelessness.
- 6.4. All of these are affected over time by the demand for housing, with any changes to allocations, temporary accommodation requirements or additional work requirements having a direct impact on service costs.

7. Legal implications

Housing Act 1996

- 7.1. Section 188 of the Housing Act 1996 provides that:
- 7.2. Interim duty to accommodate in case of apparent priority need.
- 7.3. "If the local housing authority have reason to believe that an applicant may be homeless, eligible for assistance and have a priority need, they must secure that accommodation is available for the applicant's occupation ..."
- 7.4. The Homelessness (Priority Need for Accommodation) (England) Order 2002 (SI 2002/2051) provides that a child aged 16 or 17 who is not a 'relevant child' or owed a 'section 20' duty, and an 18-, 19- or 20-year-old (other than a 'relevant student'), who was looked after, accommodated or fostered at any time between the ages of 16 and 18 has a priority need for accommodation under the Housing Act 1996.
- 7.5. The Government has also issued guidance on how local authorities should carry out their duties under the above legislation.
- 7.6. The Homelessness Code of Guidance for Local Authorities. Please see the link <https://www.gov.uk/guidance/homelessness-code-of-guidance-for-local-authorities>
- 7.7. Please see the link to "Guidance to children's services authorities and local housing authorities about their duties under Part 3 of the Children Act 1989 and Part 7 of the Housing Act 1996 to secure or provide accommodation for homeless 16 and 17 year old young people"
- 7.8. This Guidance was amended / updated in 2018
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/712467/Provision_of_accommodation_for_16_and_17_year_olds_who_may_be_homeless.pdf

Children Act 1989

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- 7.9. Section 17(10) of the Children Act 1989 defines that a child shall be ‘in need’ if:
- a) he is unlikely to achieve or maintain, or to have the opportunity of achieving or maintaining, a reasonable standard of health or development without the provision for him of services by a local authority;
 - b) his health or development is likely to be significantly impaired, or further impaired, without the provision for him of such services; or
 - c) he is disabled.
- 7.10. Section 17 also contains a general duty to safeguard and promote the welfare of children in their area who are in need by promoting the upbringing of children by their families and providing a range and level of services appropriate to those children’s needs. Such services may include the provision of accommodation (section 17(6)).
- 7.11. Section 20(1) requires a children’s services authority to provide accommodation to any ‘child in need’ who lacks suitable accommodation or care as a result of:
- ‘a) there being no person who has parental responsibility for him;
 - b) his being lost or having been abandoned;
 - c) the person who has been caring for him being prevented (whether or not permanently, and for whatever reason) from providing him with suitable accommodation or care.’
- 7.12. Under the Children (Leaving Care) Act 2000 eligible, relevant and former relevant children are owed a range of duties by children’s services. Depending on the young person’s needs and status the duties can include accommodation, life skills, education and training, employment, specific support needs, and financial support. Some of these duties can extend until they are 21 years old, or even 24 if the child is undertaking training or education.

8. Climate change and environmental implications

- 8.1. There are no anticipated climate change and environmental implications.

9. Crime and disorder implications

- 9.1. There are no anticipated crime and disorder implications.

10. Background papers

- 10.1. Mayor and Cabinet report 7 October 2020 - <https://councilmeetings.lewisham.gov.uk/documents/s75327/Children%20Young%20People%20Select%20Committee%20Review%20on%20Temporary%20Accommodation.pdf>

11. Glossary

Term	Definition

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Mayor and Cabinet

Report title: CYP Safeguarding Report January 2020 to December 2020

Date: 20th January 2021

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors:

Sean Maguire (Head of Service – MASH, Assessment & Safe Space)

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Outline and recommendations

This report provides a summary of safeguarding activity and the quality of services being provided by Children's Services in the time period between January 2020 and December 2020.

1. Summary

This report provides a summary of safeguarding activity and the quality of services being provided by Children's Services in the time period between June 2019 and January 2020.

2. Recommendations

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

3. Policy Context

- 3.1 Children's Social Care (CSC) is governed by statutory legislation, regulation and guidance. The key legislative framework and guidance for this are outlined below via:
- [The Children Acts of 1989 and 2004](#), and subsequent guidance and regulations, impose a statutory duty on local authorities to safeguard children in their area.
 - [The London Child Protection Procedures 2017](#) have been adopted by all London Local Authorities and LSCBs.
 - [Working Together to Safeguard Children 2018](#), HM Government, provides a national framework and the core requirements which agencies and professionals must satisfy in order to safeguard and promote the welfare of children.
- 3.2 Lewisham CSC contributes to the priorities in the Council's Corporate Strategy, in particular "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". CSC helps deliver against the following:
- 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

4. Background

- 4.1 The last safeguarding report provided to CYP Select Committee covered June 2019 to January 2020. This included reference to the July 2019 Ofsted Inspection which judged at that point, safeguarding services in Lewisham required improvement. The judgement was in line with the council's own self-assessment and a programme of improvement activity had already commenced, which was recognised by Ofsted.

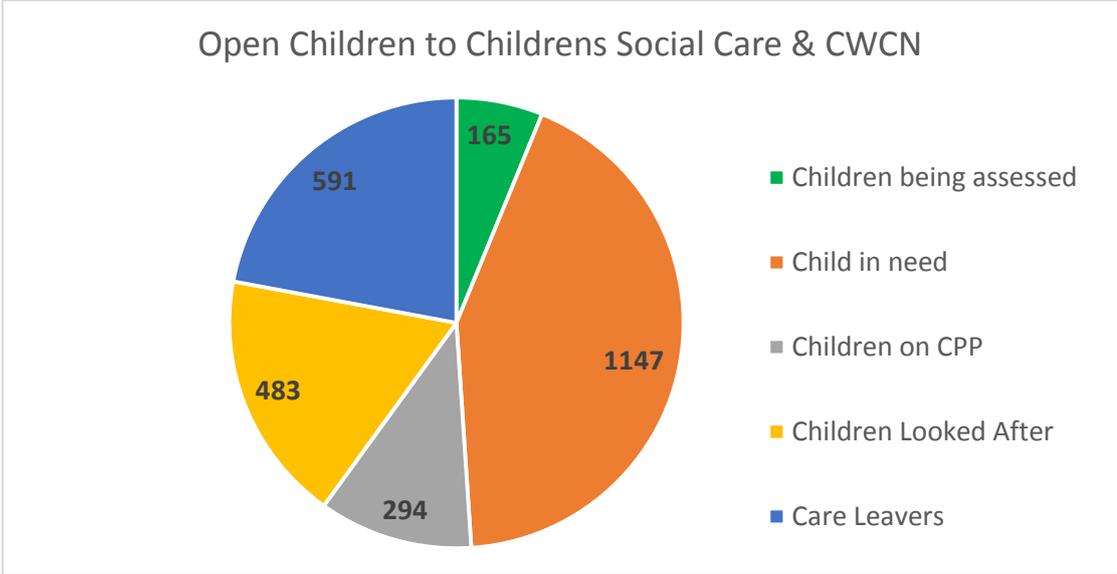
4.2 The impact of Covid on service delivery

Since the previous report, the Covid-19 pandemic has had a significant impact on the delivery of safeguarding services to children and families. When lockdown commenced in March 2020, CSC rapidly revised operations in response. 70% of staff were restricted from carrying out face to face work. Approximately 100 staff continued to work from the office and in the community conducting face to face activity.

- 4.3 The Department of Education made temporary changes to secondary legislation providing Local Authorities some flexibilities to operate through lockdown. Through March to June, CSC converted direct work, meetings, visits, supervised contact and parenting assessments to virtual activity, except for those at most risk, identified through a risk assessment. Of 2500 open cases, between 100 and 150 children and young people continued to be visited face to face by social workers in the temporarily established Critical Safety and Care Team. These were mostly children on child protection plans.

4.4 As lockdown restrictions began to lift, CSC adapted to more staff being able to re-start face to face activity in the community. By December 2020, 80% of visits to children on a child protection plan or a child in need plan were conducted face to face and 20% virtually. Child Protection Conferences and other multi-agency meetings continued to take place virtually with some exceptions or some using a 'hybrid model' which incorporated both remote participants and participants meeting in person. More specific details about the impact of covid on each service area is noted throughout the report.

5. Children who require Safeguarding in Lewisham



5.1 As at the end of December 2020, CSC was working with a total of 2512 children and young people (Including Care Leavers up to 25). Children with Complex Needs Service (CWCN) was working with 326 of these children, of which 4 were subject to a child protection plan.

5.2 What do we know about the quality and impact of our services.

Information about quality and impact is drawn from weekly and monthly performance data, audits, file checks, observations, supervision, various scrutiny panels, feedback from children/young people and families and feedback from staff. In addition, bi-annual 'Listening & Learning' (L&L) weeks are held, these are concentrated periods of activity focussing on examining the quality and impact of service delivery.

5.3 The covid pandemic, limited our capacity to undertake the usual programme of quality assurance. However a scaled down L&L event did go ahead in July with a specific focus on thresholds through the pandemic, the rise in children's child protection plans and the effectiveness and purposefulness of our virtual visits. There was also some focus on the effectiveness of CSC response and risk management where domestic abuse was a concern, given the isolation and vulnerability of these families during the pandemic. A full L&L week is scheduled for February 2021 which will inform the annual 2020 self assessment. The key learning points from quality assurance activity through the last 6 months can be summarised as follows:

What's going well	Areas for improvement
<ul style="list-style-type: none"> Families report the relationships with their social workers and interventions as supportive and meaningful. Continuous development and application of SoS practice framework Increase in wider family involvement in managing risk and developing safety plans for children Some good examples of purposeful visiting using technology for virtual contact. Care leavers have welcomed the contact over lockdown. 	<ul style="list-style-type: none"> Case mapping and increased critical analysis Purposeful planning and meaningful visiting/activity (virtual or otherwise) Strengthening of supervision and management oversight Identifying and engaging wider family networks to support children Professional curiosity, tenacity and assertive practice Timeliness of pre-meeting reports to and preparation for Child Protection Conferences and CLA Reviews

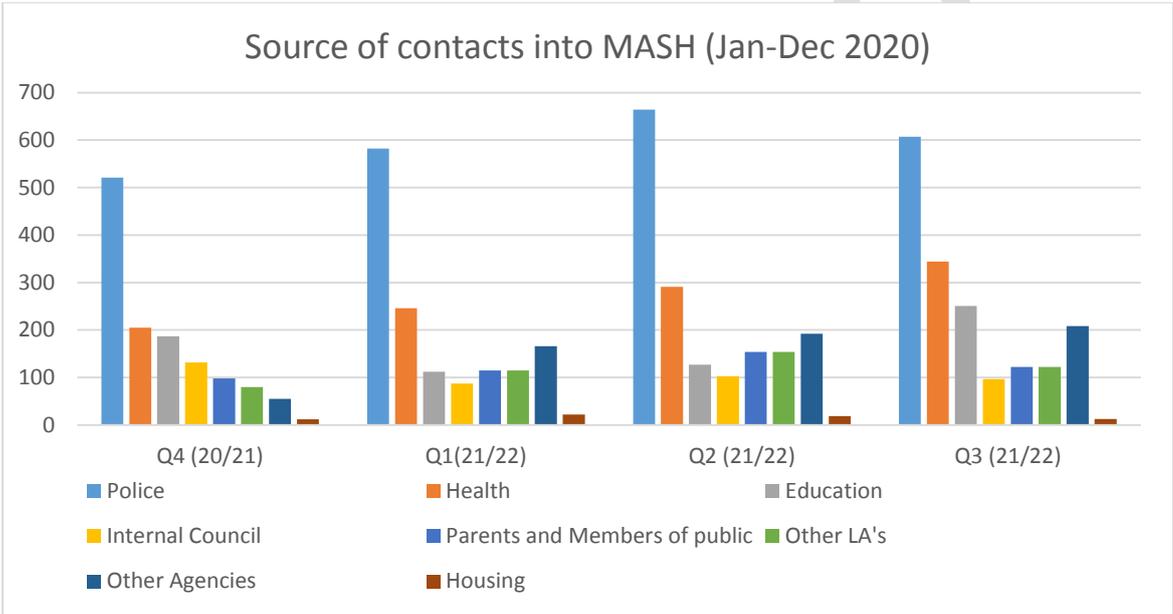
6. The MASH and Out of Hours Emergency Service

- 6.1. The MASH (Multi-Agency Safeguarding Hub) is the contact point for families who require statutory children's services, or targeted early help services. The MASH is hosted by Lewisham Council and is located at Laurence House. The following agencies are co-located; CSC, Police, Health and Education and virtual links exist with other key agencies including Probation, Drugs Misuse services, Housing and Youth Offending Service.
- 6.2. The MASH receives all incoming contacts from members of the public and professionals where there may be concerns about the wellbeing of a child, during office hours. The Emergency Duty Service is available between 5pm & 9am weekdays and over weekends. Advanced Social Work Practitioners review all new contacts received, within one day of receipt, to decide the most appropriate service for the child and family. Where additional information is required to make this decision, enhanced information sharing takes place between MASH partners. The table below shows a summary of key performance data.

Indicator	Q4 19/20	Q1 20/21	Q2 20/21	Q3 20/21	Average pcm	Target
No. of Contacts received	3869	4274	4984	5212	1528	N/A
No. of Children <i>(Some events lead to more than one contact per child)</i>	541	601	826	779	229	N/A
% Contacts progressing to a CSC referral for social work assessment	18%	13%	17%	18%	18%	15-20%
No. of Contacts progressing to a CSC referral for a CSC assessment	703	561	849	874	275	N/A
MASH decision made in 24 hours	91%	96%	95%	91%	93%	90%

- 6.3. 18,339 contacts (15,957 children) were processed by MASH in 2020 (calendar year). For approximately 43%, MASH were contacted more than once over a 12 month period. Through 2020 there was a 15% increase in children who have come to our attention in the MASH. In Quarter 3 we have seen a significantly higher number compared to this time last year. This trend is reflected in most MASH's across London.

- 6.4. The increased contacts is understood to be the impact of Covid, with pre-existing tensions and risk factors exacerbated by lockdown. Contacts relate to variety of issues, anecdotally we have seen more complex cases involving mental health, substance misuse and suspected non-accidental injuries. National trends indicate an increase in the use of domestic abuse helplines, however this has not translated to increase in domestic abuse related contacts, which remain similar to 2019.
- 6.5. The MASH aim to make decisions on contacts with 24 hours. In 2019 the MASH made significant improvements in the timeliness of decision making and this performance has been maintained throughout 2020, despite a 15% increase in demand. The MASH has embedded the Signs of Safety practice framework, leading to an improvement in the quality of decision making. As result the service are making more use of enhanced MASH enquiries to inform decision and referring families to Early Help services when appropriate. A repeat audit of the quality of MASH decisions is scheduled for Quarter 4 (2020/21).



- 6.6. The proportion of contacts from each agency is largely in line with last year. The Police are always the highest contributor, Health and Education are the next highest. However the proportion of contacts from schools that go on for a social work assessment is 25%, significantly higher than that from Health (14%) and Police (13%). This is because Police and Health routinely report when any safeguarding concerns come to their attention in course of their interaction with families. Schools know their children well and have regular, continuous engagement with families. Contacts from schools tend to relate to clearly identified needs or a specific safeguarding incidents. With less children attending school during the first lockdown in 2020, we did see a reduction in contacts from schools.
- 6.7. Not all contacts received by the MASH result in family being referred for a CSC service, the MASH also direct referrals for Early Help services. Other contacts are requests for information and a large proportion of professionals and/or families will be provided with advice and signposted to a resource in the community. Ordinarily the percentage of contacts resulting in a CSC referral for a statutory assessment by a social worker, ranges between 15–20%, in line with what one would expect from a high functioning MASH. In Quarter 1 (2020/21) the percentage of referrals to CSC fell to 13%, reflecting a temporary adjustment in thresholds as part of our initial response to the pandemic. Due to the reduced capacity to safely visit families, CSC prioritised working with the most vulnerable children in need and where there were child protection concerns. A higher proportion of families were redirected to Early Help services. The Children’s Directorate established a new interim targeted Early Help service (FISS) to support these additional families. The service included who provided help to families, this included the co-ordination and delivery of food parcels. During Quarter 2, MASH have gradually revised thresholds and returned to normal practice.

7. Assessments, Strategy Meetings and Section 47 Enquiries

7.1 CSC has a duty to assess any child that may be in need or at risk of harm. The length of the assessment should be proportionate to the presenting need but should not take longer than 45 working days (*DfE: Working Together to Safeguard Children 2018*).

7.2 Through 2020, CSC assessed a total of 3334 children compared to 3833 in 2019. An average of 277 assessment were started every month, a decrease from an average of 320 in 2019. The lowest number of assessments were undertaken in Quarter 1 (2020/21) this corresponds with the initial response to the pandemic and a temporary change in thresholds applied in the MASH. Excluding Quarter 1 (2020/21) the assessment rate in 2020 followed the same seasonal trends as 2019.

7.3 Historically Lewisham's rate of assessment has been high in comparison with other London Boroughs, suggesting that thresholds in the MASH had been too low and more families should have been redirected to targeted Early Help services. We have continued to monitor referrals closely and the assessment rate for 2020 is now closer to our neighbours and in line with our expected range of 520-560. The changes to MASH thresholds during covid and the emergence of stronger Early Help services in the future, presents an opportunity to better align our practice to other London Boroughs.

Assessment rate per 10,000 ppn.	2018/19	2019/20	2020/21
Lewisham	539	559	553
London	512	525	Not yet available
Inner London	522	549	Not yet available

7.4 The timeliness of core activity has been a service priority and whilst we haven't yet achieved all our targets, there has been an upward trajectory of sustained improvement. We aim to see children as quickly as possible upon receipt of a referral and no longer than 10 working days. In Quarter 3, 73% of children seen within 10 days. Assessments should be completed within 45 days and in 2020 this performance indicator shows 87% have done so. An improvement on 2019/20 (80%) and above London and National average last year. The service is now focusing on the quality of assessments where audits have identified variability in practice.

7.5 Whenever there is reasonable cause to suspect a child is suffering, or is likely to suffer significant harm, a strategy meeting/discussion is held. The Local Authority has a statutory duty to lead Section 47 enquiries (Children Act 2019), police, health professionals, teachers and other relevant professionals support the enquiries. (*LSCB London Child Protection Procedures 2017*)

7.6 Through 2020, 1050 Section 47 Enquiries have been commenced, a small increase on the previous year. Approximately one in every three assessments involves a child protection investigation, sometimes jointly with the Police. Whilst the assessment rate has dropped through the pandemic, no significant change in the rate of Section 47 enquiries (which is in line with other London Boroughs) suggests a consistent application of child protection thresholds throughout the pandemic.

7.7 The co-location of CAIT Police referral officers within the MASH and the introduction of a pilot with local Child Protection Medical Service, led by the Community Predication and the Head of Assessment Service, has improved the capacity to hold timely multi agency strategy meetings. Attendance of partner agencies at strategy meeting has benefited from the use of video conferencing.

8. Criminal and sexual exploitation and missing.

8.1 The CSC dedicated vulnerable adolescent team ‘Safe Space’ became operational in August 2019 and is closely aligned to the Concern Hub. Safe Space has 2 teams of Social Workers, Family Support/Youth Workers and Missing Coordinators. On average the service works with 100 young people (11-18 yrs) at any one time, under 4 categories:

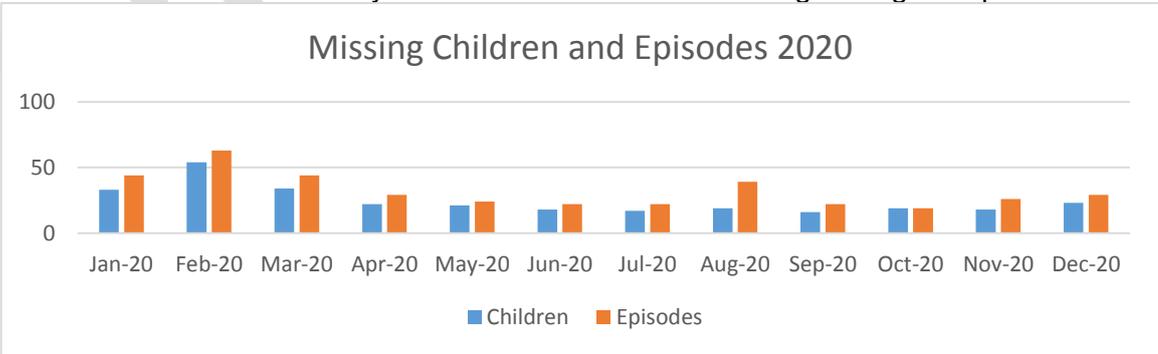
- On the edge of coming into care, usually due to relationship breakdown with parents.
- At risk of youth violence, child criminal exploitation or child sexual exploitation.
- 16 or 17 year old who present to the council as homeless.
- Children and young people reported missing from home or care.

8.2 The Concern Hub provides multi agency oversight and safety planning for children and young people (Up to 25 years) at risk of youth violence, criminal and sexual exploitation. In the 2019 (calendar year) the Concern Hub received 174 referrals, compared to 95 in 2020. While there has been decrease in referrals, the number of high risk cases referred in 2020 is unchanged. Initial analysis attributes these factors to explain this drop:

- The Concern Hub was new in 2019 and establishing the referral criteria. Throughout 2020 there has been a focus on working with partners to better understand exploitation and when referrals should be made.
- Lockdown have resulted in fewer younger people being out in the community, being exposed to situations where they are likely to be at risk of exploitation.
- Young people of BAME heritage are over-represented accounting for 67% of referrals, compared to 46% of the Lewisham population. This disproportionality has been identified as a key theme in the LSCP Exploitation Strategy.

8.3 Through 2019/20 LSCP has been driving the local multi-agency approach to improving how we collectively plan for and respond to, the exploitation of young people in Lewisham. The LSCP strategic Concern Hub group has updated the Exploitation Strategy, which brings together all the respective services and sets the direction and actions using a “Prevent, Protect, Restore, Pursue” framework.

8.4 There has been a significant decrease in the number of children and young people reported missing since June 2020. Again the impact of lockdown has resulted in fewer missing episodes. The average number of times a child has been reported missing from home has remained relatively static over 2020 with the average being 1.2 episodes.



8.5 Safe Space aims to offer all children and young people residing in Lewisham a return interview (RHI) within 72 hours of returning home from a missing episode. Data currently suggests the number of missing episodes with a completed RHI ranges from 42% - 19%. We know from examination there are still some recording/reporting anomalies to be addressed to improve the accuracy of this data and we also have more work to do to improve our practice to reach our target of 60%.

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

- 9.1 Where it is assessed that a child requires ongoing services to safeguard and promote their welfare, the family is transferred to one of the 7 teams in the Family Support and Safeguarding service (FSS). Each child will have a multi-agency Child in Need (CIN) plan which sets out the services and support to be delivered. The Social Worker is the lead professional and should ensure the CIN plan is reviewed with the family and the multi-agency network at least every 3 months.
- 9.2 The rate of CIN in Q3 of 2020 was 275, lower than in December 2019 (300), our statistical neighbours (312) and Inner London (325). We are continuing to explore whether this is because of a difference in categorisation of CIN in Lewisham. The fall in CIN rate through 2020, reflects the decrease in number of CSC assessments at the start of lockdown. It also reflects the decision to step down the least vulnerable CIN where it was safe to do so, in order to manage the demands resulting from the reduced workforce and the increased complexity covid brought about for higher risk families.

Indicator	Lewisham				
	Total 19/20	Q4 19/20	Q1 2020	Q2 2020	Q3 2020
% CiN in FSS service only with an up-to-date plan	81.2%	85.9%	83.6%	81.3%	87.2%
% of CIN in FSS service only visited within 20 days	73.0%	52.2%	70.2%	80.7%	86.8%

- 9.3 In Lewisham, the expectation is that all CIN are seen at least every 20 working days by a social worker. The table above shows the impact of initial lockdown on performance in Quarter 4. At that point 70% of the workforce were unable to undertake face to face visits and new systems for managing the change in working arrangements needed to be implemented. One these new systems were established performance improved and to a rate higher than that of the previous year.
- 9.4 CIN plans should be reviewed at least every 12 weeks. This is an area of performance that has slightly improved since last year but needs further attention. The quality of plans and effectiveness of our review meetings are a significant area of focus for 2021. The themes in the most recent quality assurance activity highlights that families report relationships with their social workers and interventions are supportive and meaningful, that there is an increase in engaging the wider family to manage risk and develop plans with them and there are good examples of purposeful virtual visiting.

9.5 Children with Complex Needs

CWCN is a multi-disciplinary service providing support to children aged 0-18 who have a diagnosis which meets threshold for a specialist service. The assessed impact of the child or young person's disability determines the level and nature of the support provided. The CWCN Teams are part of the Education Service in the Children's Directorate (rather than CSC), linked closely to the SEN service. CWCN has two statutory social work teams, a care package team which reviews established care packages and a short breaks team who oversee all targeted short breaks and support in procuring specialist services. CWCN work in partnership with Health-Continuing Care, SEN, Occupational Health, and CAMHS. CWCN's main office is located at the Kaleidoscope building, integrated with Health colleagues.

- 9.6 The service for CWCN threshold is defined in the Equality Act 2010; a disabled person is someone who has a physical or mental impairment, and that impairment has a long term adverse effect on the person's ability to carry out normal day to day activities.

Examples are physical or mental impairments which might (depending on the individual's circumstances) fulfil the criteria for the children with disabilities social work team:	The following conditions would not normally lead to a child being considered as disabled, but as having additional needs:
<p>Multiple and complex health needs;</p> <ul style="list-style-type: none"> • A significant learning disability • Autistic Spectrum Disorder and Communication Disorders with significant impairment of communication or intellectual functioning; • Child would usually meet the eligibility threshold for a Targeted Short Break if DLA is at a higher rate • Sensory impairment: hearing loss, visual impairment, deaf-blind • A chronic physical illness 	<ul style="list-style-type: none"> • Dyslexia • Dyspraxia • Speech and Language difficulties. • Emotional and behavioural difficulties that are not due to one of the areas listed above (this includes ADHD) • Mental Health Needs

9.7 At the end December 2020, the service were working with 333 children across the 3 teams. Of these cases, 45 were children looked after and 4 were Child Protection. The expectation for CWCN receiving a service is that they are visited every 20 working days. During the pandemic most of the visits were converted to virtual contact. Initially performance dropped when lockdown commenced, but has since improved at 66% in Quarter 3. Further focus is needed to improve performance in this area.

9.9 Young Carers

Young Carers are children under 18 who provide regular practical, personal care and, or emotional support to a family member who has a physical, learning or mental disability, or who misuses substances, or where there is domestic violence. The term young carer does not apply to the everyday and occasional help around the home, a young carer becomes vulnerable when the level of care-giving becomes excessive or inappropriate. Local authorities have a duty to carry out a statutory assessment of young carer's and provide services where the child a CIN.

9.10 A Service Level Agreement between Lewisham Children's Services and 'Carers Lewisham' for services to young carers has been put in place from April 2020 to March 2022. Carers Lewisham delivers a range of child centred activities and support young carers up to 25. In 19/20 to date, Carers Lewisham has supported 217 young carers and their families through a range of activities including: Advice and information; Referrals/ Signposting; Grant application; Emotional support and Young Carers Holiday Club.

9.11 Measuring the number of young carers is challenging. It can be difficult to identify where there are children with caring roles, as it is often the adults in each situation that come into contact with services. Carers Lewisham estimates there are 3,357 school-age young carers providing moderate or high levels of caring responsibility in Lewisham (Feb 2020): Currently over 375 families with Young Carers are registered with Carers Lewisham. Of this, 200 families engage with Carers Lewisham on a regular basis. Many of these families have several children registered with Carers Lewisham programmes.

9.12 Due to the pandemic all outreach and face to face work is still currently suspended, including holiday and after school clubs and new referral numbers have reduced significantly. Staff continue to work remotely from home and are set up with all the necessary equipment that enables them to continue to provide a service. The Young Carers Holiday Club has adapted online workshops within the school half term breaks hosting successful clubs in the October half term break and during the Christmas and New Year holiday period. The feedback has been incredibly positive from the young carers and their families.

9.13 Private Fostering (PF)

A PF child is defined as 'a child who is under the age of 16 years old (18 if disabled) and who is cared for, and provided with accommodation, by someone other than: the parent, a person who is not the parent but who has parental responsibility, or a close relative defined in this context as a brother, sister, aunt, uncle, grandparent or step-parent.

- 9.14 CSC has a dedicated specialist PF Senior Social Worker who carries out all initial assessments and reviews. The PF worker monitors and provides support and advice to the PF child(ren) and carers for the first year of the arrangement through statutory visits every 6 weeks. Following the first year 12 weekly statutory visits are undertaken. In February 2020 the PF service moved from the CSC Assessment Service into the Corporate Parenting service and is now based in the Special Guardianship and Permanence team, to more closely align the work to other forms of caring/fostering.
- 9.15 From Jan. – Dec. 2020 (inclusive) CSC received 20 notifications of new PF arrangements, a decrease from last year (No.29), largely due to the reduction in international students staying with host families due to covid. From the 20 referrals, 10 cases went on to be new PF arrangements. There were also 10 existing PF arrangements subject, bringing a combined number of PF arrangements to 20.
- 9.16 Lewisham has undertaken targeted awareness raising in the Health sector, through information leaflets, practice guidance and promotional packs distributed to all GP surgeries (39 in total), developing PF guidance on the CCG website and creating opportunities for the PF Social Worker to provide training/awareness raising. Moreover during PF awareness week, webinar(s) were held on PF by the LSCP. It is anticipated that going forward this will lead to an increase in notifications.

9.17 Families with no recourse to public funds (NRPF) and/or intentionally homeless.

Children whose parents are not in a position to access private housing for financial reasons and do not have recourse to public housing are likely to be CIN and the Local Authority has a duty to assess their needs and provide support. In general such situations arises when a family become homeless and the parents have NRPF, or when a parent has been assessed by Housing as intentionally homeless.

- 9.18 Lewisham has a specialist NRPF team, located within Housing, the team has a link childrens social worker. When a family present as having NRPF, the Social Worker assesses the child's needs and the NRPF Officer completes a Human Rights assessment. The family will then be supported by the NRPF Officer until the family are in position to access resources in their own right. This could involve making an asylum claim, or employment (financial self-sufficiently), or returning to their country of origin.
- 9.19 Families who are assessed by Housing as intentionally homeless and are not able to access housing through the private sector, can present to the MASH for an assessment of need. CSC work with Housing allocations to find temporary accommodation, (Funded by the CSC budget), while the family are helped to identify alternative accommodation.
- 9.20 In 2020 there were 68 referrals arising from NRPF related issues and currently 17 children's assessments underway. The majority of the NRPF families are closed to CSC following completion of the child's assessment, where as no safeguarding concerns were identified. The number of NRPF related referrals have been relatively consistent over 2020, due to changes in process we do not have comparative data for 2019.
- 9.21 The processes for assessing both these groups of families is being reviewed as part of the programme of work to support the development of the joint CSC-Housing protocol. We are exploring the development of a joint CSC/Housing Team with responsibility for assessing and supporting families with NRPF and intentionally homeless families. The amalgamation of theses responsibilities under one team will provide families with constancy, improve joint working practice and improve management oversight.

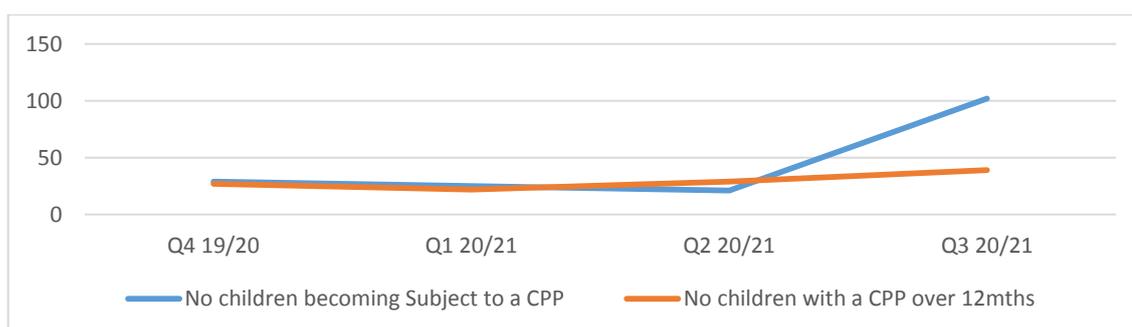
10. Child Protection Conferences and Plans

- 10.1 Where a child is judged to have suffered or be suffering significant harm, an initial child protection conference (ICPC) is convened and should take place within 15 working days of the strategy discussion at which s47 enquiries were initiated. The ICPC brings together the family, supporters, advocates and professionals involved with the family, to plan for the child's safety. If it is decided at ICPC the child remains at risk of significant harm, a Child Protection Plan (CPP) is put in place to support the family to safeguard the child. The CSC Family Support and Safeguarding Service works with children subject to CPP.
- 10.2 CPP are overseen by an independent CP chair who facilitates CPC's at 3 and then every 6 months until the child no longer required a CPP. The CP Chair's are part of the Quality and Improvement Service in CSC, to provide additional scrutiny and oversight.

	N*	P*	S*	E*
Lew (Dec 19)	38%	7%	0%	54%
Lew (Dec 20)	31%	5%	6%	58%
England 19/20	50%	8%	4%	37%
London 19/20	42%	10%	3%	44%

When a child is made subject to a CPP, they are placed under one of four categories: *Neglect, Physical, Sexual or Emotional Abuse. The number of CPP under the categories of neglect and physical abuse has slightly reduced from last year and is lower compared to the London and National figures. However the number of children with a CPP for sexual and emotional abuse has risen

- 10.3 The previous safeguarding report highlighted concern about the comparatively low numbers of children on CPP for sexual abuse and work has been undertaken to raise awareness and practice standards, which is likely to have influenced the increase. More needs to be done to understand the high number of CPP for emotional abuse, in comparison to others. This is likely to be connected to high rates of domestic abuse.
- 10.4 Throughout 2019 there had been a considerable drop in the number and rate of CPP's, attributed to the introduction of the Signs of Safety practice framework in CSC which encouraged a more collaborative approach to working with families and a different way of managing risk. This year as a direct impact of Covid, numbers have increased again, at the end of December 2020, 291 children were subject to a CPP, compared to 216 at the same time last year.
- 10.5 At the start of lockdown through to September 2020 there was a decrease in children becoming subject to CPPs. This coincided with schools closing and many professionals scaling back direct contact with families. However through this period the overall number of CPP's was increasing because with direct work scaled back, intensive risk reduction work was hampered, children were not exiting from CPP at the usual rate and the duration of the CPP's increased. This was followed by more children becoming subject to a CPP in Quarter 3 of 2020/21, when the easing of lockdown restrictions increased face to face visits from professionals and schools reopened. The combination of an increased number of CPPs in Quarter 3 and the increase in children who have had a CPP for longer than 12 months has led to a significant rise in the overall number of CPP's. This is in line with national trends throughout covid.



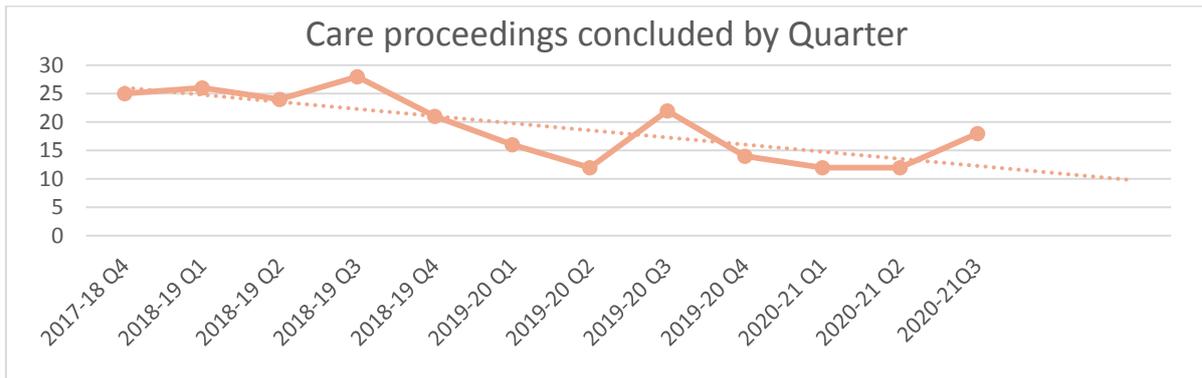
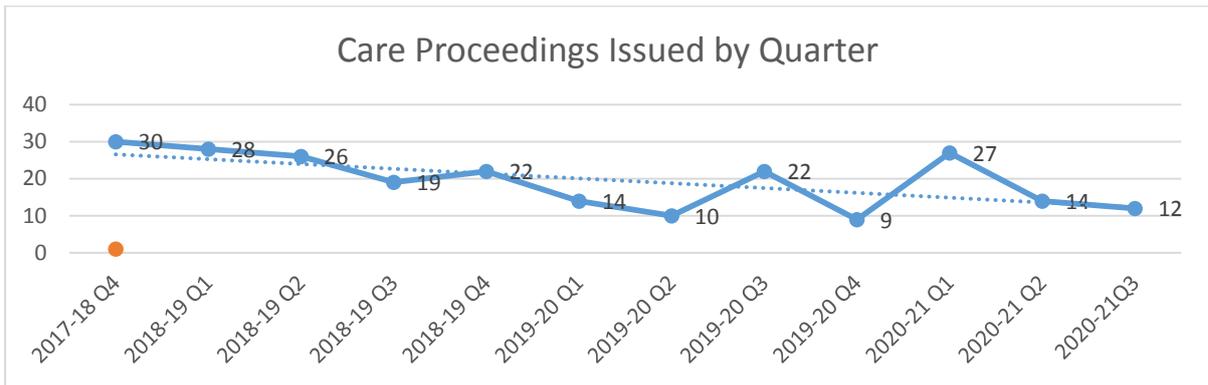
- 10.6 London Children Protection Procedures require visits to children on a CPP to be every 20 working days (min.). Lewisham determines they should be no less than every 10 working days. The expectation is also that the CPP are reviewed with the family and professional network every 6 weeks at the core group meeting. Despite a dip in performance at the onset of lockdown, there has since been a improvement in both performance indicators and overall it exceeds performance in 2019. The quality of plans and the effectiveness of our reviewing mechanisms are a significant area of focus at present and it is anticipated that there will be improvements in this area going forward.

Indicator	Lewisham					SN
	Total 19/20	Q4 19/20	Q1 2020	Q2 2020	Q3 2020	19/20
% of CP plans lasting 2 years or more	1.3%	1.1%	1.1%	1.8%	2.4%	1.9%
% of children visited within 10 working days (Average)	72%	64%	53%	71%	81%	n/a
Core Group Meetings within Timescale (%)	68	64	53	77	76%	n/a

11. Public Law - Pre Proceedings (PLO) & Court Proceedings

- 11.1. Where a child is suffering or is likely to suffer significant harm attributable to the care being given, or because the child is beyond parental control, the Local Authority can make an application to court to initiate care proceedings (s31 Children Act 1989). The Public Law Outline (PLO) is the pre-proceedings period aimed at diverting the need for proceedings and to ensure preparatory work facilitates court cases being completed within a 26 week timescale.
- 11.2. Before a decision can be made to enter into PLO or initiate Care Proceedings, a Legal Planning Meeting is chaired by a Senior Manager and a decision is made about whether the threshold criteria has been met and whether a legal order is necessary to safeguard the child. This recommendation then has to be ratified by the Director of CSC in the 'Access to Resource and Care' panel as a further check and balance. Children subject to proceedings are allocated in the Family Support and Safeguarding Service.
- 11.3. At the end of December 2020 there were 44 children/24 cases in PLO Pre-proceedings. In the 2019 Ofsted inspection it was noted that within pre-proceedings, planning needs to be more focussed and as a result some children experience drift. The PLO protocol has been revised and the legal tracking panel chaired by the Head of Service, now provides greater focus. It is anticipated this will lead to an improvement.
- 11.4. Lewisham has historically had high numbers of care proceedings. There has been a substantial reduction in the number of applications made since 2018/19. This corresponds with a downward trend in children coming into care and is attributable to changes in practice culture resulting from the Signs of Safety practice framework. Despite a fluctuation during covid, this downward trend in proceedings has continued, bringing our numbers in line with neighbours and is expected to reduce further with the development of the 'Edge of Care' Family Support Service.

	Lewisham Total 18/19	Lewisham Total 19/20	Lewisham Q1-Q2 20/21	RBG Q1-Q2 20/21	Lambeth Q1-Q2 20/21	Southwark Q1-Q2 20/21
No. of intial applications to court <i>Figures in brackets represent figure for same period in 19/20.</i>	95	55	41 (26)	36 (24)	57 (24)	38 (33)
Total no. of cases (families) currently open in proceedings	-	-	48	49	78	58



- 11.5. At the onset of lockdown, restrictions made it difficult for families to access support from their professional and family networks. For a number of families we were working with, the risk that would ordinarily have been managed with children remaining at home with high levels of support became heightened and was no longer safe. This resulted in a spike in the number of care proceedings being issued in Quarter 1 2020/21, particularly where parents had complex mental health needs or difficulties with drug and/or alcohol use. This pattern is consistent with statistical neighbours across South East London.
- 11.6. Covid has placed significant pressures on the Family Court system. In the initial lockdown period, courts struggled to manage face to face hearings and remote working. Eventually protocols were developed to enable most, if not all hearings to be dealt with remotely. This has caused significant delays to many cases being able to conclude.
- 11.7. The standard expectation of case duration is 26 weeks. The average nationally has lengthened to 36 weeks though covid. In Lewisham, the average duration reached 39 in Quarter 2 but then reduced to 33 in Quarter 3, less than 2019. There are still a number of longstanding cases needing to conclude which are significantly delayed due to court availability. This will mean our average case duration is likely to remain high over the next six months. The increase in number of applications for care proceedings in quarter 1, combined with delayed case conclusions has meant the total proportion of children we were working with through the courts created significant social worker caseload pressures across the service throughout 2020.

	2019/ 2020	Q4 19/20	Q1 2020	Q2 2020	Q3 2020
Average case duration (weeks)	35	38	31	39	33

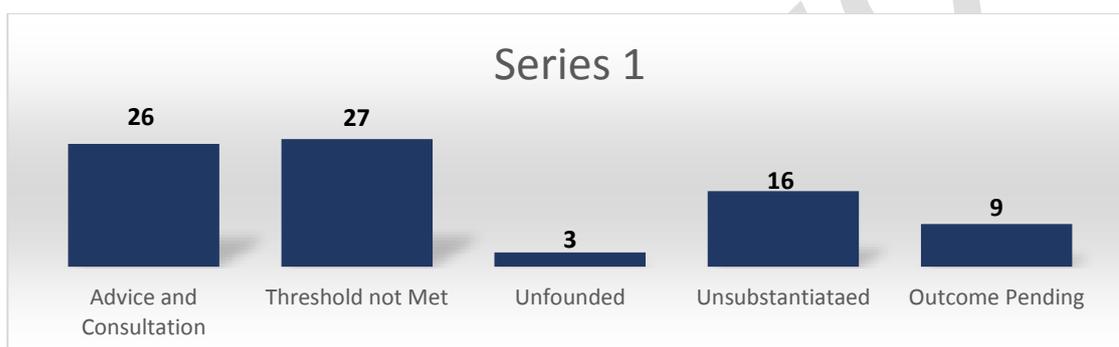
- 11.8. There has been a lot of work done within the Family Support and Safeguarding service to enable earlier thinking and planning and clear contingency planning for cases within the court arena. This has resulted in recent positive feedback from judges and children's guardians about the quality of the work being done in this area.

12. Local Authority Designated Officer (LADO)

12.1. The LADO provides advice and guidance to employers and organisations in Lewisham who are concerned when a person who works with children, in a voluntary or paid role, has harmed a child. Where a direct allegation of harm has been made, the following categories of harm are applied. There may be concerns about that the professional has:

- behaved in a way that has harmed or may have harmed a child
- possibly committed a criminal offence against or related to a child
- behaved towards a child or children in a way that indicates they may pose a risk of harm to children.

12.2 Between Jan. and Dec. 2020 the LADO received 280 contacts where consultation was provided. Of these 97 progressed to a referral as a result of a direct allegation being confirmed. The chart below shows the outcome of these referrals.



12.2. Schools represent the highest proportion of referrals to the LADO. Plans are being made to raise awareness of allegations processes in relation to Faith groups and religious organisations in Lewisham through the LSCP. Work is also being planned to enhance audit and quality assurance of LADO work.

13. Financial implications

The current net budget allocation for the CSC Directorate is £44.1m, of which £2.5m is dedicated to the delivery of Safeguarding Services and a further £2.9m for NRPF. The work being undertaken to re-design the Edge of Care Family Support Service is exploring new ways of working to improve services within the existing CSC budget envelope.

14. Equalities implications

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. A key ambition for the Children's Social Care vision for social work is 'Promoting inclusivity and diversity'. Promoting anti-discriminatory practice is core to our workforce development plans ensure services are providing culturally sensitive and equitable services.

15. Crime and disorder implications

CSC are actively engaged in the development of the Domestic Abuse and Violence strategy. The purpose is to set out the partnership approach to ending domestic abuse and violence against women and girls. It aims to ensure that everyone living and working in Lewisham feels able to contribute to making the borough a safer place for victims of abuse. The strategy aims to build on our existing partnerships to provide a more co-ordinated and strategic response to tackling violence and abuse.

Investment is being made in the 'Safe Space' service with the aim of reducing the risk to children and young people who are at risk of sexual and criminal exploitation.

16. Health and wellbeing implications

- 16.1. As noted above, this has been a challenging period for front line services. Social workers have experienced professional isolation as a result of working and visiting from home and many have experienced the stress of juggling work and childcare from home. Most Social Workers are now working out in the community which brings an inevitable level of anxiety and many have experienced personal loss as a result of the pandemic.
- 16.2. Social Work Managers have been proactive in checking in with front line staff and having regular one to one supervision and team meetings through this time. In the most recent staff survey, staff reported that they felt supported by their line managers and they felt senior managers had shown good leaderships through the pandemic.
- 16.3. There has been regular communication directly from the director of Children's Social Care and through the newsletter with reference to the Council's Employee assistance scheme which has been promoted in the services.

17. Legal implications

Not applicable

18. Climate change and environmental implications

No applicable

19. Background papers

The Ofsted report was published in August 2019:

<https://files.api.ofsted.gov.uk/v1/file/50101634>

20. Report author and contact

Sean Maguire (Head of Service – MASH, Assessment & Safe Space)

Rebecca Hare (Head of Service – Family Support and Safeguarding)

Lucie Heyes (Director of Childrens Social Care)

21. Glossary

Term	Definition
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.
NRPF 'no recourse to public funds'	Families who have 'no recourse to public funds', a condition applied to those staying in the UK with a temporary immigration status.
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
SoS 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/
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

22. Comments for and on behalf of the Executive Director for Corporate Resources

22.1.

23. Comments for and on behalf of the Director of Law, Governance and HR

23.1.



CYP Select Committee

Report title: Lewisham's Early Help and Prevention Strategy

Date: 04 March 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Executive Director for Children and Young People

Outline and recommendations

This report provides CYP Select Committee with an update on progress to date following the agreement of Lewisham's Early Help and Prevention Strategy, together with some key commissioning intentions, by Mayor and Cabinet on the 9th December 2020.

Whilst the strategy will take a number of years to deliver, key improvements are achievable in the shorter term, and this report additionally sets out our next steps and priorities in 21/22 against the seven work streams in the strategy.

The Early Help and Prevention Strategy aims to improve outcomes for our children and families, through building on the strengths of our existing services and drawing them together under a common vision to secure greater impact from the available resources. It is fundamentally about improving the way we offer support to children and families who need it, in a more targeted and effective way. Wherever possible, before problems become worse

Investment in a strong Early Help and Prevention offer supports the delivery of our corporate priority to give children and young people the best start in life.

Timeline of engagement and decision-making

Please see Appendix 1

1. Summary

- 1.1. This report provides CYP Select Committee with an update on the progress made to date in the delivery of our Early Help and Prevention strategy together with our priorities for further improvement in 21/22.
- 1.2. The Early Help and Prevention Strategy aims to improve outcomes for our children and families, through building on the strengths of our existing services and drawing them together under a common vision to secure greater impact from the available resources.
- 1.3. Investment in a strong Early Help and Prevention offer supports the delivery of our corporate priority to give children and young people the best start in life.

2. Recommendations

- 2.1 It is recommended that CYP Select Committee note the progress made and inform the direction of travel as set out for each workstream:
 - Family Information, Access and Referral
 - Family Hubs (incorporating Children’s Centre services)
 - Targeted Early Help and Family Support
 - Provision of Youth Services
 - Health and Wellbeing
 - Children’s Social Work
 - Contextual Safeguarding

3. Policy Context

- 3.1 The Early Help and Prevention Strategy is consistent with the Council’s Corporate Strategy. Specifically the priority “Giving children and young people the best start in life.”
- 3.2 It also supports the delivery of our Children and Young People’s Plan (2019-22), which establishes how we will continue to work to improve outcomes for our children and young people so that:
 - Children and young people have the best start in life and are protected from harm
 - Children and young people have good physical and emotional health
 - Children and young people develop, achieve and are ready for adulthood
 - Children and young people feel listened to and respected
- 3.3 Our Early Help and Prevention Strategy additionally aligns with, and supports the delivery of, a number of wider strategies in Lewisham, including:
 - Lewisham’s Health and Wellbeing Strategy
 - Lewisham’s Health Inequalities Plan
 - Lewisham’s Whole System Obesity Approach
 - Lewisham Local Offer
 - Lewisham Early Years Quality and Sufficiency Strategy

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- Lewisham’s Children and Young People’s Emotional Health and Wellbeing Transformation Plan 2019
 - Lewisham’s Domestic Abuse Strategy (draft)
 - Lewisham’s SEND strategy
 - Lewisham’s Transitions strategy (draft)
 - Lewisham’s Child Exploitation Strategy (draft)
 - The Government’s Troubled Families Programme
- 3.4 The need for an increased focus on early help, intervention and prevention within the family was reinforced by Professor Eileen Munro in her 2011 review of child protection. In setting out the principles of an effective child protection system, Munro highlighted that ‘preventative services can do more to reduce abuse and neglect than reactive services’.
- 3.5 The revised Working Together to Safeguard Children 2018 guidance re-emphasises the role of effective early help. It focuses on the collective responsibility of all agencies, to identify, assess and provide effective targeted early help services.
- 3.6 Ofsted inspections of local authority early help and protection arrangements began in January 2012 and have featured in all subsequent frameworks. Following our Inspection of Local Authority Children’s Services in 2019, Lewisham is anticipating a further inspection this year which is likely to consider how we are delivering an effective Early Help service.

4. Background

- 4.1 The Early Help & Prevention Improvement Programme was established in July 2020 to align activity and provide robust governance to ensure whole-system objectives are met, these include but are not limited to, the following:
- Improved outcomes for children and families.
 - Improved outcomes for children and families who are disproportionately likely to experience poor outcomes.
 - Greater awareness of the impact of interventions on children and families.
 - Greater consistency in the understanding of early help and the use of language.
 - Clear routes for children and families to access the right support for them at the right time.
 - A comprehensive ‘early help offer’
 - A reduction in the number of children and family requiring statutory interventions.
 - In the long term, a reduction in spend on s17 and placements for children in care.
- 4.2 In December 2020, Mayor and Cabinet agreed the Early Help and Prevention Strategy and a number of commissioning intentions to support its delivery.

5. Early Help and Prevention Strategy

- 5.1 A commitment to providing help early and preventing the escalation of needs has been at the heart of Lewisham’s Children and Young People’s Strategic Partnership and our Plans for many years. Our Early Help and Prevention Strategy places this front and centre and sets out Lewisham’s vision for and commitment to early help & prevention. The strategy can be found in Appendix 2.

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- 5.2 The strategy establishes how the Council will work with all partner agencies (including schools) to improve those outcomes through an identity and approach for Early Help and Prevention in the borough (Prevent, Identify, Respond), and a framework by which to deliver the change (the i-Thrive framework).
- 5.3 The Early Help & Prevention Strategy sets out our improvement plans through seven priority areas, which will be underpinned by similar and sometimes linked activity to improve services. These are:
1. Information, Access & Referral
 2. Targeted Early Help and Family Support
 3. Family Hubs (incorporating Children’s Centre services)
 4. Provision of Youth Services
 5. Health and Wellbeing
 6. Children’s Social Work
 7. Contextual Safeguarding

6. Information, Access & Referral

- 6.1. Families and professionals tell us they need consistent, accurate and up to date information about services and how to access them, in order to make decisions and get the support they need. Young people also tell us that accurate, useful information about available services is very important and helps them to make choices about their future.
- 6.2. Where a referral for more intensive or specialist support is required, by strengthening our Front Door to include information, advice and guidance, access to Early Help, and access to our emotional wellbeing and CAMHS provision, we can ensure that families get the right support, quicker, and that it is built around their existing relationships with professionals as far as possible. In the medium term, this should reduce the number of referrals progressing to CSC, or to higher level CAMHS services.

Next Steps

- 6.3. Over the next 12 months, we will develop a single point of access, with consideration of how the Family Information Service, arrangements for the provision of targeted Early Help and family support, and access to CAMHS can partner with the MASH in a single Front Door for Families.
- 6.4. We will develop our Family Information Service, using the i-Thrive framework to provide a contact point for information and support for families who are struggling but who do not meet the threshold for a social work intervention. This will be in person, through the development of our Family Hub approach and through extension of our parent/community champions programmes to expand peer support to families and online through our website.

7. Targeted Early Help and Family Support

- 7.1. Targeted Early Help and Family Support refers to the support provided to children and families at risk of poor outcomes who identify themselves, or are identified as being ‘vulnerable’. This would be a level 2 or 3 of our Threshold Document, or the “Getting Help” domain of the i-Thrive framework.
- 7.2. Officers have been developing the model for “Family Thrive”; locality based, multi disciplinary teams able to provide intensive support to those families where children’s

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needs are either not known or unclear, or are not being met, and coordinated, multi-agency support through an Early Help Assessment (EHA) is required. Children and young people at this level do not meet the threshold for statutory intervention by Children's Social Care.

- 7.3. This model for targeted early help and family support would also include 'Team around the School' or 'Team around the Professional' approaches, strengthening skills and confidence across the partnership to increase the number of children and families being supported by those with whom they have existing and positive relationships. This is closely linked to the development of our family hubs approach.
- 7.4. In January 2021, our contract for targeted family support with an external provider came to an end, and staff transferred to the local authority on 12th January 2021, rebranding internally as Family Thrive.
- 7.5. Family Thrive receive referrals through the Lewisham MASH and ensure that a support package is put in place for these families, tracking the outcomes and quality of this work.

Next Steps

- 7.6. Restructure of in-house service to bring the two elements of the service together under a single model, and to embed youth work expertise and therapists in the service.
- 7.7. In order to progress our locality based approach with four geographically based teams, we will recruit a pilot team to test and develop our Family Hub model. We will pilot locality based panels and "Team Around" partnerships so people who know them are able to spot the signs of worry for more children and families and those families have their needs met sooner by people they know and trust.
- 7.8. Engagement with schools and partners so that current arrangements are widely understood, and early opportunities are provided to feed into the direction of travel for the future – especially the locality approach.
- 7.9. Refresh our service standards, Early Help Assessment, our referral processes and paperwork, alongside a review of our Troubled Families Outcomes Plan, bringing the two together to improve our reporting of service performance and impact and ensuring alignment with Signs of Safety and i-Thrive.
- 7.10. We will review the interface with other services (including Children's Social Care, Schools & Inclusion, Health services, Youth Offending, Safe Space, and Housing) so that an improved and effective pathway between statutory and non- statutory services is implemented, families receive consistent approaches, and duplication is reduced.
- 7.11. Deliver a pilot with SLAM to develop the therapeutic approach in Family Thrive, meeting children and parents' needs earlier, supporting schools and other partners to access mental health and wellbeing support, and to reduce the number of children and young people who are referred to CAMHS.

8. Family Hubs (incorporating Children's Centre services)

- 8.1. We will develop a new delivery model for Children and Family Centre Services, with particular focus on integration and co-location where possible, seeking to improve access to services across the health, education, and care and support landscape and secure better use of our buildings.
- 8.2. Children and their families have different needs at different stages of childhood, and the responses needed differ as a consequence. Family Hubs will therefore be a central point of support for families across the stages of childhood and into adulthood.
- 8.3. Localised approaches to service delivery will focus on the specific needs and context of

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that community, whilst also acting as a gateway to multiple services.

- 8.4. Following agreement at Mayor and Cabinet on 9th December 2020, variations to the contracts with our Children's Centre service providers have been successfully completed for the final year of the existing contracts.
- 8.4 This variation repurposes some family support resource into our in house Family Thrive service, where demand is at critical levels and delivers a £200,000 saving to the local authority.
- 8.5. Our Children and Family Centre services retain (Covid compliant) delivery of:
 - Family Support and outreach for approximately 300 families a year
 - Parenting support, using Triple P via 1-1 and group sessions
 - Domestic Abuse programmes, such as Freedom supplementing that provided through the Children Affected by Domestic Abuse (CADA) and What Works in Children's Social Care (WWCSC) funded projects
 - Universal provision focussing on evidence based programmes that meet the needs of Lewisham families, such as: (HENRY) Healthy Eating and Nutrition for the Really Young, Little Explorers, Baby massage and information session co-delivered with the Family Information Service
- 8.6. Officers are additionally working with one provider to explore expanded delivery into Honor Oak ward

Next Steps

- 8.7. Work to refresh our 0-5 outcomes framework has started. We are completing a self-assessment, supported by the Early Intervention Foundation, to support a system-wide approach to improving outcomes for children in the early years, with a focus on speech, language and communication skills. This will be developed over time to support a full maternity and early years outcomes framework, with an updated needs analysis for the Early Years.
- 8.8. This will support a redesign of our Children's Centre services - as part of a broader Family Hub offer, and at the same time as our 0-19 health services (Health Visiting and School Health).
- 8.9. Building on this, we will develop an outcomes framework and service model for children and families covering each phase of childhood identified in our life cycle approach. We are beginning with our 0-5 offer and using this to develop the same for 6-11 years olds, seeing our children and families through the transition to secondary school. The outcomes framework for 11-19 years olds will be completed within the Youth Services programme of work.
- 8.10. Officers have begun a review of buildings across the borough and their use, informing the development of an area/locality hub approach, with a view to expanding the number and range of services available in neighbourhood settings, and improving access to support for families across a range of services and needs.
- 8.11. Aligned with the project to develop a single front door for families, to work together with Children and Family Centres and align our referral pathways to ensure we are able to map and understand demand across the borough, and at locality level.
- 8.12. As our leadership of Family Hubs is embedded, with our directly delivered early help and family support provision, commissioning in the future will be designed to be flexible, and able to meet locality defined outcomes and needs – informed and co-delivered by communities and families.

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9. Provision of Youth Services

- 9.1. The scope of this workstream has been to develop a collective vision for youth work in Lewisham, demonstrating its impact on our Corporate priorities and relevant supporting strategies. Through this we have been working on the design and delivery of a new model for youth services, ensuring that we are better able to meet the targeted needs of our young people..
- 9.2. In December 2020, Mayor and Cabinet agreed that:
- that the Council uses available resources more flexibly to develop a borough wide targeted youth work offer, which will be delivered by a wider range of youth organisations across the borough, including the Council itself through Family Thrive.
 - a new contract for youth services be awarded to Youth First for a period of four years from 01/04/21 – 31/03/25 with an option to extend for a further two years at a maximum cost of £1.3m per annum, and £7.8m across the full six year period.
- 9.4 Officers have been finalising the contract with Youth First since, and are in the final stages of agreeing a model providing universal youth work sessions at the five youth clubs owned by the local authority in the Borough alongside the provision of 1-1 support for approximately 120 young people a year by senior youth and community workers, and capacity to provide themed sessional work.
- 9.5 Youth First will continue their efforts to bring additional resource into the borough to supplement this offer.
- 9.6 Officers are further seeking to provide Youth First with 10 year leases at a peppercorn rent for two Youth Clubs in the borough in order that Youth First are further supported as an organisation – providing security of a base from which to operate, and also to support their income generation activity.
- 9.7 Following a successful fundraising campaign, led by Youth First, Riverside Youth Club will be refurbished in 2021/22 to provide a new floodlit 3G pitch and an improved building, with refreshed consultation rooms and media and learning zones as well as upgraded changing rooms and kitchen.
- 9.8 The wider project linked to this fundraising campaign includes partnership delivery of football for the community by Milwall Community Trust, and youth work from Youth First, funded via their contract with London Borough Lewisham. The building – when refurbished - will also lend itself to our Family Hub approach.
- 9.9 Whilst the Riverside Youth Club is closed for capital works, Youth First will deliver from the nearby Richard MacVicar APG site in Deptford.
- 9.10 Officers are continuing to work with Youth First to secure delivery, through a separate contract at the remaining adventure playgrounds (Home Park, The Dumps, Ladywell, Honor Oak) for the next 12 months.
- 9.11 Recognising that the wooden play structures are nearing the end of their life, we will develop a play strategy for 22/23 and beyond that sets out our ambitions and delivery options for children of all ages, with recommendations for the future utilisation of the five adventure playgrounds.
- 9.12 Alongside the contract with Youth First, some resource is set aside to work with existing and new providers to ensure the needs of young people in Lewisham are met to the best of our abilities with provision of more targeted services to our most vulnerable young people, and their families. This will include targeted interventions, reducing disproportionailty for our young people who are impacted by racism, maximising reach, and participation and engagement.
- 9.13 Officers will also be exploring the feasibility for a Youth Foundation in Lewisham as an

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organisation to bring all organisations working with Lewisham Young People together - with young people - to develop and deliver a vision for youth work in the borough, to provide a framework for delivery and standards – including skills & workforce development, and to generate income for our young people.

10. Health and Wellbeing

- 10.1. Our Early Help and Prevention Strategy is underpinned by the national i-Thrive model. This was initially rolled out across emotional and mental health services in Lewisham, and is being adapted to include all services providing early help and support to children, young people and families.
- 10.2. The THRIVE Framework for system change is an integrated, person centred and needs led approach to delivering services for children, young people and their families. It aims to develop a common language, improved pathways of support and better interface between services. It conceptualises ‘need’ in five categories: Thriving; Getting Advice and Signposting; Getting Help; Getting More Help; and Getting Risk Support. Emphasis is placed on prevention and also the promotion of wellbeing across the whole population. Children, young people and their families are empowered through active involvement in decisions about their care through shared decision making, which is fundamental to the approach.
- 10.3. Specific areas of focus for health and wellbeing in this strategy are:
The Young People’s Health and Wellbeing Service (YPHWS), delivered by Compass.
- 10.4. The YPHWS delivers a variety of interventions and was designed to provide a universal and targeted offer that widens access to health and wellbeing support for young people, and contributes to a reduction in demand for specialist services. The aim is to lead to the following outcomes amongst young people:
 - Improved sexual health and relationships
 - A decrease in the level of substance misuse
 - Improved mental health and wellbeing
- 10.5. Over the last 18 months of the service (notwithstanding the impact of COVID-19) we have seen an increase in the number of young people accessing support for emotional wellbeing and structured support for substance misuse. However, more work is required to increase the number of young people accessing the service, particularly for support with risky sexual behaviour and substance misuse.
- 10.6. Following approval at Mayor and Cabinet on 9th December 2020, the contract with Compass has been extended for 12 months from 1st April 2021 until 31st March 2022.
- 10.7. This extension period allows time for a review of the YPHWS offer which commenced in January 2021. This review considers the impact of the service, including from the perspective of service users and stakeholders, and more broadly the effectiveness of an integrated service model in meeting needs around sexual health, substance misuse and emotional wellbeing.
- 10.8. A decision will be needed by Spring 2021 on whether to re-commission an integrated health and wellbeing offer for young people.

All Age Mental Health Provider Alliance

- 10.9. Together with the South East London Clinical Commissioning Group (SEL CCG) and increased investment from the NHSE nationally for CAMHS services, we are moving towards an ‘all age’ Mental Health Provider Alliance, which builds on the approach which has been developed in adult mental health and aims to bring providers of mental

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health together effectively to achieve better integration of services across statutory and voluntary sector services.

Addressing disproportionality and long term health inequalities connected to structural racism

- 10.10. Targeted programmes to address long term health inequalities are being developed in emotional wellbeing services. We have seen significant improvements in relation to the recording of ethnicity data, current CAMHS data shows that 96.4% of CYP referred to CAMHS have ethnicity data recorded, against a target of 95%.
- 10.11. CAMHS continue to focus on improving access as there is still an under-representation of Black African and Black Caribbean young people when compared against the wider population.
- 10.12. CYP commissioners have undertaken an analysis of reach and ethnicity data across the wider commissioned mental health and emotional wellbeing pathway for children and young people. Early findings suggest that access for young people from ethnic minority communities is around 55-60% for most non-statutory/community based services

Behaviour Support

- 10.13. The SE London Behaviour Support pilot for young people with ASD/LD and mental health concerns has been launched, aiming to prevent placement / family breakdown and crisis A&E admissions;

Social prescribing

- 10.14. Development of a social prescribing model for children and young people is in early stages. Social prescribing processes are being developed to support early access into a range of services across a wider age range of 0-25, to support transition into adulthood.

Services for children and young people with SEND

- 10.15. A wider review of Short Breaks provision is planned for 21/22, resulting in an improved and developed offer and the re-commissioning of the post-diagnostic ASD service to ensure adequate links to the ASD pathway.

Next Steps

- 10.16. Over the next 12 months, and as part of our implementation of the i-Thrive framework, we will develop our pre-CAMHS provision, providing an accessible and consistent approach for families, whichever service or pathway they seek support through. This will bring together therapeutic provision in Family Thrive, Edge of Care & the CAMHS Virtual School, Early Years, LYFT, the Mental Health Schools Teams, CYP IAPT, and the Young People's Health and Wellbeing Service.
- 10.17. This will strengthen our access to and capacity in early emotional wellbeing and mental health support for children and young people so that more young people are able to get the support they need, in turn improving health and wellbeing outcomes for Lewisham children and young people.

11. Children's Social Work

- 11.1. Family Support in Early Help and at the 'Edge of Care' are both 'preventative' services but should not be confused, as they are not working with the same families. 'Early Help', provided by Family Thrive, refers to preventing families needing statutory services, such as Children's Social Care (CSC) unnecessarily. Whereas Edge of Care Family Support is for children who are already receiving CSC services and is to prevent them needing to come into the 'Care' system unnecessarily. However, there

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will potentially be times that the same commissioned provider services are delivering a service to families in either category (Family Thrive or open to CSC) e.g. Domestic Abuse services but there should not be a situation where families in 'Early Help' will also be receiving EOC/Family Support.

- 11.2. The aim of strengthening the CSC Edge of Care Services, by developing intensive therapeutically informed support, is to enable more children/young people to stay safe with their families and reduce the need to come into, or stay in care. Children will have to have an allocated Social Worker and an active child in need, protection or care plan.
- 11.3. The project to strengthen Edge of Care Service involves expanding capacity and diversifying the range of interventions within our existing in-house services, currently provided by the Meliot Family Centre, (children under 11) and the First Response team (11 – 18 years old) located in the Safe Space Service. The project is also reviewing the existing commissioned services, with a view to establishing more cost effective measures for securing those services and bringing a range of the activities in-house.

Next Steps:

- 11.4. Reviewing the skills, experiences and qualifications required for those staff working in 'Family Support' roles across the directorate and commissioned services with a view to developing generic job descriptions where appropriate, as well as promoting shared learning and CPD, approaches, and delivery.
- 11.5. Job evaluations for any new roles, and HR processes where required. Recruitment and development of the services.
- 11.6. Reviewing all commissioning arrangements for services, programmes and interventions to identify what can be brought in-house and what requiring ongoing outsourcing.

12. Contextual Safeguarding

- 12.1. Being and feeling safe impacts on our young people's health and wellbeing, ability to feel connected to their communities, and their being able to achieve and enjoy life. Contextual Safeguarding moves the focus of intervention away from the individual child, and towards the context in which risk, abuse or exploitation happens.
- 12.2. We know that young people in Lewisham have a number of contextual risks to their wellbeing and addressing these is a major part of a coordinated approach to supporting young people in their personal and social development.
- 12.3. Since May 2020, we have been developing the LSCP Child Exploitation Strategy, due to launch in Spring 2021. This has included service mapping, consultation with groups of young people, and wider engagement across the Lewisham Safeguarding Children Partnership
- 12.4. The Child Exploitation Strategy seeks to reduce exploitation through four domains of activity: Prevent, Protect, Restore and Pursue

Next Steps

- 12.5. Following the launch of the Child Exploitation Strategy, the following priorities will be delivered in 21/22
- 12.4.1 **Deliver an awareness raising & education campaign so that:**
 - a) Young people understand what help is available if they are at risk of or are experiencing exploitation, to address the negative feelings that exploitation can create and that there is help to recover from exploitation;

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- b) Parents can support their child to recover if they have been exploited;
- c) Parents can learn more about online technology and popular platforms to increase education and ability to monitor use of these platforms.
- d) Professionals have information regarding trends and signs to spot regarding Child Exploitation (including during potential rolling lockdowns during COVID-19).

12.4.2 Strengthen our responses to Child Exploitation by:

- a) Completing a feasibility report on the formation and impact of a multi-agency, Adolescent Safeguarding /Rapid Response Team to respond to intelligence and reports of exploitation and violence in real time in Lewisham.

12.4.3 Address disproportionality, Structural Racism & Inequality through:

- a) LSCP Partners sharing all relevant demographic data (age, gender, ethnicity) regarding children and young people at risk of exploitation.
- b) Developing the local profile of disproportionality alongside child exploitation and violence data.
- c) Understanding the age, gender and ethnicity of young people that services are working with will support service design, awareness raising and direct action to address identified disproportionality and structural racism.

12.4.4 Development of Local Child Exploitation Professional Networks

- a) Trauma-Informed Network.
- b) Identify all Restorative Justice practitioners previously trained across the LSCP to create a pool of RJ practitioners to support restore-responses when exploitation has occurred.

12.4.5 Participation

- a) Develop Youth Advisory Group for Child Exploitation to support ongoing development of strategy and support.

13. Financial implications

- 13.1. This report is intended to update members on the progress made to date in the delivery of the Council's Early Help and Prevention strategy and setting out priorities for further improvement in 21/22. As such, there are no direct financial implications arising from the recommendation set out in Section 2.1
- 13.2. The next steps set out in the main body of the report are being costed as they progress ensuring that the strategy will be delivered within the budget available.

14. Legal implications

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

20 Equalities implications

- 20.1 An EAA is being completed for each work stream in the Early Help and Prevention Strategy. Across all work addressing disproportionality and racism is a key priority, and

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key actions in youth services and contextual safeguarding specifically contribute to addressing this.

21 Climate change and environmental implications

- 21.1 Environmental implications will be considered as far as possible within our developing Early Help and Prevention Strategy. In considering alternative uses of our buildings, we will consider environmental factors such as transport and green energy.

22 Crime and disorder implications

- 22.1 The services in this report play a significant role providing positive activities for young people, and in reducing the chances of them being involved in anti-social behaviour or criminal activity. It is a key provision in the Local Authorities Public Health Approach to violence reduction.

23 Health and wellbeing implications

- 23.1 The Early Help and Prevention strategy plays a significant role in promoting the health and wellbeing of our young people. We have prioritised emotional wellbeing through the use of the i-Thrive Framework and will ensure that health and wellbeing outcomes are prioritised through the delivery of services, and that the impact of this provision on these outcomes can be measured.

24 Social Value implications

- 24.1 Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the wellbeing of the local area can be secured.
- 24.2 The council is also an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors and subcontractors engaged by the council to provide works or services within Lewisham pay their staff at a minimum rate equivalent to the LLW rate. Successful contractors to any tenders will be expected to meet LLW requirements and contract conditions requiring the payment of LLW will be included in the tender documents.

25 Background papers

- 25.1 Mayor and Cabinet, 09/12/20, Lewisham's Early Help and Prevention Strategy and Commissioning Intentions:
<https://councilmeetings.lewisham.gov.uk/documents/s76407/Early%20Help%20and%20Prevention%20Strategy%20and%20commissioning%20intentions.pdf>
- 25.2 CYP Select Committee, 17/09/19, Lewisham's Early Help Review:
<http://councilmeetings.lewisham.gov.uk/documents/b17940/CYP%20Select%20Committee%20-%20Supplementary%20agenda%201%2017th-Sep-2019%2019.00%20Children%20and%20Young%20People%20Select.pdf?T=9>

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26 Glossary

Term	Definition

27 Report author and contact

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Appendix 1: Timeline of engagement and decision-making

Engagement

October and November 2020: partnership workshops – Draft Early Help and Prevention Strategy

February 2020: partnership workshops – vision setting

10th February 2020: i-Thrive partnership event on data and outcomes

16th October 2019: i-Thrive partnership launch and engagement event

17th September 2019: CYP Select Committee Findings from our Early Help review report

July 2019: Royal Borough Greenwich Peer Review

March 2019: partnership workshops to develop shared needs analysis

Decision-making

Mayor and Cabinet, 13/05/20, *Permission to extend current Youth Services contract for a period of eight months at a cost of £1.476m*

Mayor and Cabinet, 5/2/2020, *Permission to extend contract for Youth Services for a period of four months at a cost of £880,000 and to negotiate with Youth First for the delivery of youth services in Lewisham*

Mayor and Cabinet, 20/11/20, *Early Help Support Services – Review and permission*

Mayor and Cabinet, 18/09/2019, *Future of Youth Services: Decision to procure youth services*

Mayor and Cabinet, 13/03/2019, *Request for extension of Youth First contract: Decision to extend existing contract for youth services for a period of seven months*

Mayor and Cabinet, 13/07/16, *Youth Service Mutual – Pension Liability: Decision to indemnify Youth First (subject to the conditions of the Admitted Body agreement) in relation to pension liability resulting from any potential gap in the pension fund at the end of the three-year contract.*

Mayor and Cabinet, 01/06/16, *Youth Service Mutual – Award Of Contract: Decision to award contract for provision of youth service to Youth First for three years, from 1 September 2016 to 31 August 2019*

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Thrive Lewisham

Lewisham's Early Help and Prevention Strategic Plan

2020-2023

1. Introduction

This Early Help & Prevention Strategic Plan sets out Lewisham's vision for and commitment to early help & prevention in order to improve outcomes for children and young people across Lewisham.

The structure of the Plan is straightforward and sets out:

- our vision and values;
- our Early Help identity;
- the framework and underpinning approach and principles guiding the way we work;
- our priority areas for improvement - for each priority area: a summary of our needs, the headline actions we will take; and the impact we intend to have;
- governance and oversight; and
- the resource management and joint commissioning intentions to deliver the change.

This strategy is intended to support and complement (rather than duplicate) existing local strategies and programmes, including:

Lewisham's Corporate Strategy
Lewisham's Children and Young People's Plan
Lewisham's Health and Wellbeing Strategy
Lewisham's Health Inequalities Plan
Lewisham's Inclusion Strategy (draft)
Lewisham's Whole System Obesity Approach
Lewisham Local Offer
Lewisham Early Years Quality and Sufficiency Strategy
Lewisham's Children and Young People's Emotional Health and Wellbeing Transformation Plan 2019
Lewisham's Domestic Abuse Strategy (draft)
Lewisham's SEND strategy
Lewisham's Transitions strategy (draft)
Lewisham's Child Exploitation Strategy (draft)
The Troubled Families Programme
The Healthy Child Programme

2. Lewisham's Early Help & Prevention vision and approach

A commitment to providing help early and preventing the escalation of needs has been at the heart of Lewisham's Children and Young People's Strategic Partnership and our Plans for many years. A strong Early Help offer helps to build resilience, giving children and young people the best start, and preparing them well for adult life.

Efforts to improve children and young people's development and outcomes are an investment, not a cost – and it is a priority for us in Lewisham that our children are nurtured and supported in their early years, from pregnancy to starting school, throughout their childhood and adolescence, and as they transition into adulthood.

Early Help describes **all** support available to children and families up to the level of statutory intervention. It includes information and advice, as well as universal, open access services and more intensive targeted support for those children and families who need extra support. To be effective, Early Help must be a system level approach.

We understand that everyone experiences life in different ways at different points and that our networks of support will alter over time and circumstance. Children and young people, and their families may experience problems and difficulties at any point throughout childhood and adolescence, and our approach is based on the view that help provided in a contextual and family approach at the earliest point is critical to prevent escalation to the point where statutory interventions may be required.

2.1 *Vision*

Our Early Help and Prevention vision is for children and young people in Lewisham to thrive, reaching their full potential and able to take full advantage of the opportunities available to them in Lewisham, London and beyond.

Our vision is supported by three values:



VISION

Our vision is for children and young people in Lewisham to **thrive**, reaching their full potential, and able to take full advantage of the opportunities available to them in Lewisham, London and beyond



RESILIENCE & WELLBEING

We will prioritise Lewisham children, young people and families' wellbeing, and build resilience, so that they know where and when to go for help and support when faced with challenges and adversities as they arise



TIMELY & FOCUSED

We will provide timely and focussed help and support to make a positive difference to a greater number of children and families so that their needs are met earlier and more effectively



INVOLVES & EMPOWERS

Parents, carers and families will be at the heart of a system that involves and empowers them in decisions that make the difference for their children

2.2 *of Early Help and Prevention*

The achievement of this vision is more than a service or set of services, it is a culture and way of working together to:

- **Prevent** problems occurring
Children, young people, their parents and carers, communities and our workforce are able to identify risks to wellbeing and mitigate them, and to identify protective factors in a child's life and strengthen them.
- **Identify** risks or problems at the earliest point of need, at any time in a child or young person's life
Children, young people, their parents and carers, communities and our workforce are equipped to identify risks or needs that aren't being met, including by identifying the children who might need us the most.
- **Respond** by providing support as soon as possible to stop problems getting worse, reducing the risks to children's wellbeing and increasing the protective factors in a child's life.
Parents and carers, communities and our workforce confidently respond to needs that aren't being met, providing timely access and clearer pathways to evidence based support

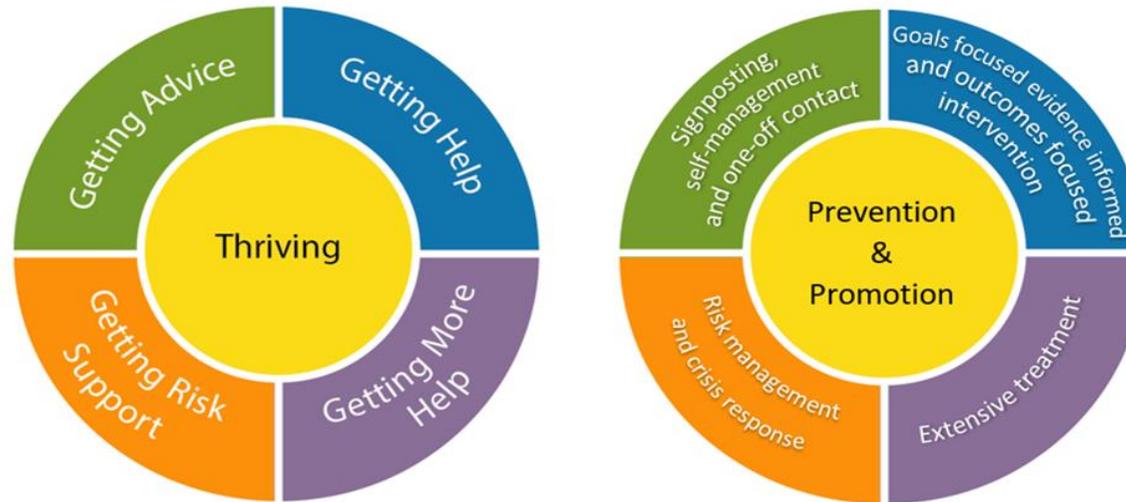
And we will employ this approach taking a **life cycle approach**

Children and their families need different things at different points, and we see to ensure that children are supported throughout their childhood, adolescence and into adulthood.



2.3 Our framework for Early Help and Prevention

Partners have agreed to work within the i-Thrive framework to deliver our vision.



The circle on the left describes the 'state of being' of people in that group - using language informed by consultation with young people and parents with experience of services; the circle on the right describes the input that is offered for each group

2.3.3 The way we work

In addition to the i-Thrive Framework, across a partnership we are committed to the following practice in all of our work with children, young people and families, using a shared language that everyone understands:

- *Signs of Safety*
- *Trauma-Informed Approaches*
- *Unconscious Bias and Cultural Humility, as we strive to become consistently anti-racist both personally and professionally*
- *Restorative Approaches*
- *Five to Thrive*

3. Priorities for Improvement

Delivering our vision for early help and prevention requires a programme of service improvement and redesign, including new service models for targeted family support and youth work planned in 2021/22, and a total redesign in the use of our buildings and spaces to create Family Hubs and provide local access to support in the next two years.

To ensure that our early help and prevention approach has an impact for as many children and families as we can, we have identified seven priority areas to deliver that improvement, covering need and service provision across the five i-Thrive groupings: from thriving to getting risk support. These priority areas are summarised below.

1. Information, Access and Referral: We will strengthen our information, advice, guidance and support to families, including our referral processes and pathways

Families and professionals tell us they need consistent, accurate and up to date information about services and how to access them, in order to make decisions and get the support they need. Young people also tell us that accurate, useful information about available services is very important and helps them to make choices about their future.

By strengthening our Front Door to include an Early Help Access Point, encompassing an information and support offer, we can ensure that families get the right support, quicker, and that it is built around their existing relationships with professionals as far as possible. In the medium term, this should reduce the number of referrals progressing to the MASH or assessment.

Headline actions:

- **Family Information Service:** we will review our Threshold document and ‘continuum of need’ in line with the i-Thrive Framework, using the common language of the five needs-based groupings, and create a refreshed Family Information Service directory. This will include our Local Offer, and a review of our SENDIASS service.
- **Early Help Access Point:** we will review our referral arrangements and pathways to support and create a contact point for Information and Support within in our CYP & Families Front Door, alongside the MASH. Clearer referral pathways (where appropriate to a CYP Front Door) and clearer routes to childcare provision and services for families and professionals will ensure that more children and families are provided with the most effective service and support first time. The Early Help Access Point will provide advice and guidance about the full range of child-related subjects. It will also be a pathway to Family Thrive (targeted early help and family support) where appropriate. We will pilot a Team Around the School/setting approach, seeking to provide families with more support in local settings, earlier and led by the people who know them best.

- **Parent/Carer Champions¹:** we will extend our current programme of parent champions to expand the engagement of parents to provide peer support to families. This will include our FIS Parent/Carer Champions and our Violence Reduction Unit (VRU) funded Parent/Carer Champions network for parents of vulnerable young people who may also need support navigating the education, criminal justice or social care system(s).
- **Recording systems:** we will review and rationalise data systems. Open data may support service users' ability to know what's on offer. Better use of systems will improve the experience of families, reduce duplication, and cut the number of referrals in the system.
- **Workforce development:** we all work for Lewisham children and our workforce development activity will take advantage of the high quality training available in the borough. This will include: our Trauma Informed Champions network; a Restorative Justice pool of practitioners; Mental Health First Aid; a mental health and wellbeing champion in every early years setting; and a targeted early help and family support Signs of Safety training package.

DRAFT

¹ Parent/Carer Champions are parents/carers who volunteer to support local parents/carers in their area, offering advice and guidance and signposting to local services. Parent/Carer Champions have knowledge of the agencies, organisations and general barriers to accessing support in their local area. They are from the local community and are trusted and reachable by peers that may be underserved by mainstream services.

2. Targeted Early Help and Family Support: we will agree a definition, scope and delivery model for ‘targeted family support’, and define our practice and the commissioning needs to support our in house service. Outcomes will include a service and approach which effectively support the whole family, an effective transition between Targeted Early Help and Family Support and statutory services, and clear tools and processes for families and partners to use.

Most ‘Early Help’ support can - and should - be provided by those agencies who already know the child and family. In most cases, this work can be carried out by a single agency or a number of agencies employing a Team Around the Family approach. Targeted Early Help and Family Support is only appropriate when this approach is not making a difference to the unmet needs of the child, or concerns about the child are escalating but do not yet meet the criteria for a referral to Children’s Social Care.

In 2019/20, 800 families were referred to our targeted family support service needing more intensive and structure multi-agency support. Our targeted help offer has not been sufficient to meet the breadth or volume of referrals, and too often families are not receiving support when need is first identified. Improving our targeted early help and family support will be implemented through an in house service and community-based delivery model, providing high quality, structured and focused support to families and preventing them from entering crisis and requiring statutory interventions. Our model is focussed on building resilience and confidence for the future.

Headline actions:

- **Family Thrive:** We will develop a new in house Targeted Early Help and Family Support service with a clearly defined scope and practice. Family Support Workers will provide help to families through a range of evidence-based interventions ranging from intensive interventions directly to families in their homes and communities. We will review the interface with other services (including Schools, Health services, LYFT, Safe Space, CSC, Children’s Centres, Housing) so that an effective and simple pathway between statutory and non-statutory services is implemented, families receive consistent approaches, and duplication is reduced. We will secure and retain a sufficient, committed and highly skilled workforce, with outstanding leadership and management. The service will strive to become and remain anti-racist.
- **Partnership support:** Together with the Early Help Access Point, we will develop our partnership support and approaches, including through delivery in neighbourhood settings. We will consider effective models for locality based panels and “Team Around” partnerships so people who know them are able to spot the signs of worry for more children and families and those families have their needs met sooner by people they know and trust. We will ensure that multi-agency referral forms for the CYP and families front door align with EHAs and are Signs of Safety informed so that time is not spent re-telling stories or re-recording information.
- **Demonstrating Impact:** a new performance dashboard will be developed, and our systems will be utilised to better support recording so that we have accurate and readily available data and information to evidence our work, its quality, and the impact it’s having. We will review our Troubled Families outcome plan and self-assessment to provide greater alignment and support our ability to demonstrate impact for families.

3. Children's Centres and Family hubs: We will develop a new model for the delivery of children and family centre services, with particular focus on integration and co-location. We will explore better use of our buildings to bring together services and improve access to the support that families need throughout childhood and into adulthood across health, education, care and support.

Children and their families have different needs at different stages of childhood, and the responses needed differ as a consequence. Family Hubs will be a central point of support across childhood and into adulthood, delivering holistic early help services to a whole community. They will be localised and services will be focussed on the needs and context of that community, acting as a gateway to multiple services.

Early interventions for children and young people who face disadvantages can lead to improvements in their physical growth and health; their cognitive development (capacity to learn and school achievement); their social and emotional development (behaviours, emotional wellbeing, and relationships); and their resilience and ability to nurture themselves as they grow and into adulthood. Family Hubs, and the gateway they provide to a wider array of support, are central to achieve this.

Headline actions:

- **Childhood pathways and transitioning to adulthood:** we will review and refresh our outcomes framework and pathways for children and families for each phase of childhood identified in our life cycle approach, beginning with our 0-5 offer and using this to develop the same for 6-11 years olds, seeing our children and families through the transition to secondary school. Provision and planning for our young people will be developed as part of our improvements to youth services, and we will build on the existing Transitions strategy for our young people transitioning into adulthood.
- **Early Years:** In the early years, we will seek to further integrate our pathways and provision of support between Maternity, Health Visiting, Children's Centre Services and Early Years providers and particularly with community health provision such as speech and language therapy to improve child development outcomes and reduce toxic stress in the first years of a child's life. Alongside a core 0-5 offer, we will prioritise evidence based programmes that meet the needs of Lewisham families, such as: HENRY (Healthy Eating and Nutrition for the Really Young), Seeds of Empathy, the Freedom Programme, and Mindful Mums. We will explore ways to review and refresh this provision each year, informed by locality based need.
- **Family Hubs:** a review of buildings across the borough and their use will inform the development of an area/locality hub approach, expanding the number and range of services available in neighbourhood settings, and improving access to support for families across a range of services and needs. As well as our existing children and family centres, our libraries will play a pivotal role in our Family Hubs and approach.

These hubs will have neighbourhood teams within them - linked to our Early Help Access Point and Family Thrive - who are able to coordinate services and support across the local area, to ensure all children and family who need help get it. The co-location of partner agencies working with children and families children will ensure that intervention is timely, proportionate and accessible. Bringing agencies together at the earliest point will encourage more effective joint working, holistic assessments and targeted plans.

- 4. Youth Services:** we will strengthen how youth services contribute to our early help offer. This will include targeted interventions, maximising reach, and participation and engagement. Outputs will include clear outcome measures for youth services and improved targeted support to improve health, education and wellbeing outcomes for our young people.

Our young people contribute a huge amount to the Borough and our communities and we want to create more opportunities for young people to demonstrate and celebrate their success. In developing our youth service, we will specifically seek to improve outcomes and reduce disproportionality for young people who are impacted by racism and who are at risk of school exclusion, who are involved in, or are victims of, harmful behaviour, and in improving access to emotional wellbeing services.

Strong early intervention approaches target three key ‘threats’ to development which are strongly associated with adverse outcomes during adolescence and adulthood: child maltreatment, substance misuse and risky sexual behaviour. Our Young People’s Health and Wellbeing Service specifically seeks to work with young people who face these risks.

Headline actions:

- We will work alongside our young people to bring all organisations working with Lewisham Young People together to develop and deliver a vision for youth work in the borough, and to protect, promote and celebrate the contribution that young people make to our communities. We will explore the feasibility for a Youth Foundation in Lewisham as an organisation to do this, and to generate income for our young people.
- We will strengthen the participation of young people in the support they receive, the design and delivery of our services, in their communities, in the workforce, and in the leadership of our organisations
- We will work with our existing and new providers to redesign and remodel services to ensure they meet need, and where appropriate, move away from open access youth services to provision of targeted services to our most vulnerable young people, and their families. This will include a review of our buildings.
- As well as providing better pathways to support for young people referred through our CYP Front Door, we will ensure that our youth services are accessible for young people who may be at risk of poorer outcomes – including young people who experience racism, our young carers, our children looked after and care leavers, and young people with SEND

5. Health & Wellbeing: Across physical, mental and sexual health outcomes, we will seek to ensure that the value of existing partnerships and work within schools and wider services, to ensure that they are able to effectively respond to and meet the health needs of children and young people.

Our strategy is underpinned by a relational and trauma informed approach. Children who develop healthy attachments with their parents / carers in the early years of life develop the foundations for healthy development into adulthood. They learn to regulate their emotions and develop the resilience to thrive despite the ups and downs of life.

The national i-Thrive model initially rolled out across emotional and mental health services, has been adapted to include all services providing early help and support to children, young people and families. Through this model, we aim to provide the support to help families, children and young people to build the resilience to thrive into the future. We believe that by focusing on understanding the reasons for the behaviour, rather than just the result of the behaviour, families will be supported to make more sustained change.

Following completion of the NHSI and member-led reviews of children's mental health provision in Lewisham in 2019, we have made significant improvements to our children's emotional and mental health pathways over the last 12 months, including our mental health support teams (MHSTs) in schools, the identification of a GP lead for CYP emotional and mental health, the development of a common referral form, and our first youth clinic.

The borough has seen a marked improvement in CAMHS waiting times and performance against the national CYP mental access target.

Headline actions:

- **Emotional Wellbeing and Mental Health:** We will continue to progress all areas of the CYP emotional and mental health improvement programme. With additional NHSE resource, we will build on the mental health support teams (MHST) in schools and the DFE Return to School Programme, rolling out gradually to more schools across the borough. We will work more proactively with Children's Social Care and providers of emotional health services to develop new and responsive processes when supporting families to access services. We will monitor and evaluate impact of the CAMHS clinical consultation pilot in the Family Thrive Service to provide clinical advice earlier with the aim to avoid escalation to specialist services.

We are working with adult's services and are in the process of moving towards an 'all age' Mental Health Provider Alliance, which aims to bring providers of mental health together effectively to achieve better integration of services across statutory and voluntary sector services. This builds on the approach which has been developed in adult mental health.

We will work alongside providers to deliver our health action plan, and develop targeted programmes to address long term health inequalities. We

have seen significant improvements in relation to the recording of ethnicity data, currently 97.4% CYP referred to CAMHS have ethnicity data recorded, against a target of 95%. However, there is still work to be done to increase representation of children and young people that reflects our population in the service. We will work with CAMHS and non-NHS providers to improve engagement with black and minority ethnic children and young people.

- By building on positive developments in relation to the Learning Disability and Autism (LDA) Programme (previously Transforming Care), we will continue to build on successful tracking mechanisms, through the dynamic support register (DSR) which is in place to monitor young people with LD /ASD at risk of a mental health inpatient admission. The SE London Behaviour Support pilot for young people with ASD/LD and mental health concerns aims to respond proactively to YP at risk to prevent placement / family breakdown and crisis admissions to A&E.
- **Young People’s Health and Wellbeing Service and School Health Services:** We will continue to raise the profile of services with school and parents. We aim to mobilise a new weight management offer and expand a digital offer for parents, reviewing wider delivery alongside the new Healthy Child Programme. A review will be undertaken of the Young Person’s Health and Wellbeing Service, and more broadly the effectiveness of an integrated young people’s service model for mental health, substance misuse and sexual health, in order to inform commissioning intentions for April 2022 onwards.
- **Develop access routes and processes via a social prescribing model, incorporating the newly developed Youth Clinic (Forest Hill ward) using the i-Thrive framework and by adoption of the borough-wide emotional health referral form:** We will develop our primary care early help offer via the Youth Clinic in Forest Hill. Social prescribing processes are being developed to support early access into a range of services across a wider age range of 0-25, to support transition into adulthood.
- **SEND and Community Health Provision:** A wider review of Short Breaks provision will result in an improved and developed offer within wider commissioning and services. We are reviewing the universal and targeted offer across SEND and Community Health services in collaboration with the Early Help and Prevention Programme (I-Thrive model). Re-commissioning of the post-diagnostic ASD service to ensure adequate links to the ASD pathway.

6. Edge of Care: we will strengthen the family support provided to families in Children’s Social Care by developing an enhanced in-house service in order to reduce the number of children who become looked after. This will be achieved by developing a Family Support offer and an Edge of Care Service.

Lewisham has a high number of children who are looked after, with an average rate of 69.1 children per 10,000 in 19/20. This is higher than our Statistical neighbours (61.7), the inner London average (56) and England (65). The Local Authority intends to expand the services provided by the Meliot Family Centre and First Response (Safe Space) to support families to enable more children/young people to stay safe within their families and reduce the need to come into or stay in Local Authority care. The Local Authority recognises the challenges faced by some parents/carers caring for children/young people with complex emotional and mental health needs. To this end, clinicians will form an integral part of the staffing structure in the expansion of the Meliot family centre and First Response Team.

Headline actions:

- **The Meliot Family Centre** will develop into a new service that offers a comprehensive, flexible & cost effective family support offer to children aged 11 and under. As well as delivering positive impacts for these children, this will reduce dependence on high cost spot purchased services such as family support, contact and assessments.
- **Safe Space Team:** we will further develop our Safe Space team to work with young people who are at risk of becoming looked after, working in partnership with the Virtual School, Lewisham YOS Families Team (LYFT) and therapeutic services to provide holistic support to young people and families. With a purpose of keeping families together, the service will work with young people where there is an imminent risk of family breakdown and the young person coming into care. This will include young people aged 16 and 17 where housing options are not suitable. The service will additionally provide support to young people returning to their parent’s care.
- We will ensure that the practice model in the new services is therapeutically informed through the recruitment of suitable clinicians.
- We will also review the existing services commissioned and spot purchased by Children and Young People Services with a view to establishing cost effective measures of securing those services which need to be purchased on an ongoing basis.

7. **Contextual Safeguarding:** Preventing child exploitation and harm through system wide change that embeds contextual safeguarding practice

Being and feeling safe impacts on our young people's health and wellbeing, ability to feel connected to their communities, and their being able to achieve and enjoy life. We know that young people in Lewisham have a number of contextual risks to their wellbeing and addressing these is a major part of a coordinated approach to supporting young people in their personal and social development. This priority focuses on ensuring the contextual safeguarding of our children and young people in their local communities and in Lewisham.

Contextual Safeguarding moves the focus of intervention away from the individual child, and towards the context in which risk, abuse or exploitation happens. For example, in Lewisham we have done some safety mapping with Schools using the University of Bedfordshire tools, where young people have highlighted safety concerns at particular times of the day and on journeys to and from school. The contextual safeguarding response is to produce a Safety plan owned by the school and its pupils to manage these spaces in order to protect them from exploitation.

Headline actions:

- **Child Exploitation Strategy and action plan:** Since May 2020, we have been developing our Child Exploitation Strategy, due to launch in Spring 2021. This has included service mapping and consultation. It includes an analysis of workforce development needs across the Lewisham Safeguarding Children Partnership to identify where a stronger offer is required. Through this plan we will develop a Youth Advisory group for child exploitation to support ongoing strategic action planning over time and we will deliver an awareness raising and education community information campaign on our 'Prevent, Protect, Restore, Pursue' approach. We will also develop a multi-agency dataset to understand better the profile of those we seek to support and to identify disproportionality and structural inequality where it arises to inform action to directly address such inequality or racism.
- **Contextual Safeguarding:** in addition to the Child Exploitation Strategy, we are delivering contextual safeguarding approaches in schools, in social media and online, and in care and support. Our Contextual Safeguarding approach in schools will include working with students and Designated Safeguarding Leads to develop Safety Plans considering, for example, routes to and from school and group support networks. We will support all missing children on their return to schools, and pupils will be supported to develop contextual safety assessments using Lewisham's toolkit leading to better support for pupils and more pupils remaining safe in mainstream settings. We will also prioritise our ability to understand and respond to the risks to contextual safeguarding in social media.
- **Developments to the Safe Space Team** will improve integration and communication between services and the wider community. This will include joint working arrangements with Housing, the Police and Violence Reduction Team & Education to ensure that children and families receive joined-up and holistic support.
- **Our Safer Haven partnership**, which focuses on creating safe places around parks, estates, shops, offices and shopping centres will increase the safe spaces in the borough for our young people.

4. System Change

Through strong leadership and the implementation of this Plan, the changes to our culture, infrastructure and ways of working across our partnership will deliver a step change in children and family's wellbeing, resilience and outcomes. Across all services, we will see improvements in the way in which we co-design and deliver support and measure the impact of our provision, ensuring that we are making a positive impact on children and young people's lives.

Our key indicator for systems change is our investment in early help and prevention, so that in the medium term we see the shift of resources in Lewisham into early intervention and prevention, securing impact for years to come

Headline actions:

- Improved accountability by evidencing a positive impact on outcomes for children and families: we will develop a clear outcomes framework and impact measures for early help and prevention that demonstrates the impact of our work, informs decision making and resource allocation, and improves collective accountability.
- A collective identity and framework for Early Help and Prevention, supported by a consistent approach: Our review of Early Help identified that our current offer was fragmented, and a lack of collective identity and framework for early help and prevention was having a negative impact on the experience of families in Lewisham, with families and professionals not always being clear on what was available or how best to access support. We will invest in our ability to lead implementation of the i-Thrive framework.
- Participation: co-production, co-design and co-ownership will be at the heart of our approach: we want to ensure that there are lots of ways for all young people, families and communities to get involved in how we deliver services and be able to influence what is available. Embedding participation in all that we do, will mean we are better able to meet needs. We also want to ensure that we promote all the good things that our young people do, and help them to make good decisions.
- We will seek to improve arrangements for sharing data and intelligence across the partnership, for the benefit of targeting specific services towards service users.

5. Governance

Leadership, oversight and strategic direction of Early Help & Prevention is delivered through the i-Thrive Board chaired by the Cabinet Member for Children and Young People, with the responsibility for delivering the priority areas for improvement delegated to the Early Help & Prevention Improvement Board, chaired by the Executive Director of CYP. These two boards will oversee the delivery of our improvement programme by:

- Steering and governing the implementation, development and performance of Lewisham’s Early Help & Prevention strategy and associated programme of work
- Ensuring collective ownership across the system in achieving Early Help outcomes.
- Providing oversight of progress against key milestones and outcome measures through Ensuring the strategic allocation of resources to effectively deliver agreed outcomes

6. Engagement

The involvement of our children, young people and their parents/ carers, our communities and the services working with families in Lewisham in the development of this strategy and its implementation is critical to its success.

This strategy has been informed by engagement across Lewisham’s Children’s Strategic Partnership and will continue to develop through a detailed engagement process across all partners, including children and young people, parents, schools, GPs, our voluntary and community sector and statutory agencies as well as multi-agency working groups who will all have a part to play in the delivery of the change.

Over 100 professionals from across the partnership attended briefings and workshops in October and November 2020 with the aim to critique, comment and understand what is in the strategy and why. The feedback from these workshops has shaped the content of this strategy and our priorities.

7. Equalities Analysis Assessment

An equalities analysis supports this strategy and associated implementation plans.

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Children and Young People Select Committee

Report title: Select Committee work programme report

Date: 4 March 2021

Key decision: No

Class: Part 1

Ward(s) affected: Not applicable

Contributors: Emma Aye-Kumi, Scrutiny Manager

Outline and recommendations

To advise members of the completed work programme for 2020/21 and to outline how the committee's work programme for 2021/22 will be set.

The Committee is asked to:

- note the completed work programme attached at **appendix A**
- review the issues covered over the course of 2020/21
- review forthcoming key decisions set out in **appendix B**
- Note the timetable for setting the 2021/22 work programme

Timeline of decision-making

CYP Work Programme 2020/21 – Draft programme agreed by Committee on 21 September 2020

CYP Work Programme 2020/21 – Draft programme agreed by Business Panel on 29 September 2020

CYP Work Programme 2020/21 – Agreed work programme reviewed at committee meetings on 26 November 2020; 21 January 2021; and 4 March 2021.

Summary

- 1.1. Each select committee is required to agree a work programme for submission to the Business Panel at the beginning of the municipal year. As this is the last meeting of the Children and Young People Select Committee in 2020/21 members are being asked to put forward suggestions for the 2021/22 work programme. Please note, however, that the 2021/22 work programme will not be formally agreed until the first meeting of 2021/22.

Recommendations

- 1.2. The Committee is asked to:
 - note the completed work programme attached at appendix A
 - review the issues covered over the course of 2020/21
 - note the timetable for setting the 2021/22 work programme
 - start to prioritise and plan for 2021/22
 - review forthcoming key decisions set out in appendix B.

The Work Programme

- 1.3. **Issues covered over the course of 2020/21:** Due to the pandemic and the demand that this has placed on the council, each Select Committee has only met four, instead of five, times this year. In addition, during the latter part of the municipal year, select committees were asked to only consider business critical and/or urgent items. This has had an impact on the volume of work select committees have been able to complete this year. The completed work programme is attached at appendix A.
- 1.4. Key issues covered by the Children and Young People Select Committee this year have included: budget cuts relevant to the remit of the committee; CAMHS; SEND transition from children's to adults' services; Corporate Parenting and Children Looked After; BAME school attainment; Children's Social Care; Early Help; Child Safeguarding; follow up to in-depth review of how living in temporary accommodation affects children and young people.
- 1.5. **Timetable for setting the 2021/22 Work Programme:** Five committee meetings will be scheduled for the 2021/22 municipal year. A draft work programme will be put forward at the first meeting of the municipal year, taking into account key local issues and the Committee's previous work.
- 1.6. At this meeting, Members are asked to review the Committee's work over 2020/21 and consider suggestions/priority themes for 2021/22. At the last meeting held on 21 January, the Committee resolved to recommend Elective Home Education, including unregulated education settings, as an item for scrutiny during the next municipal year.
- 1.7. Forthcoming key decisions are set out in appendix B.
- 1.8. Work programme suggestions should be considered against the Committee's terms of reference (see section 4) and the prioritisation chart set out below, and be achievable in

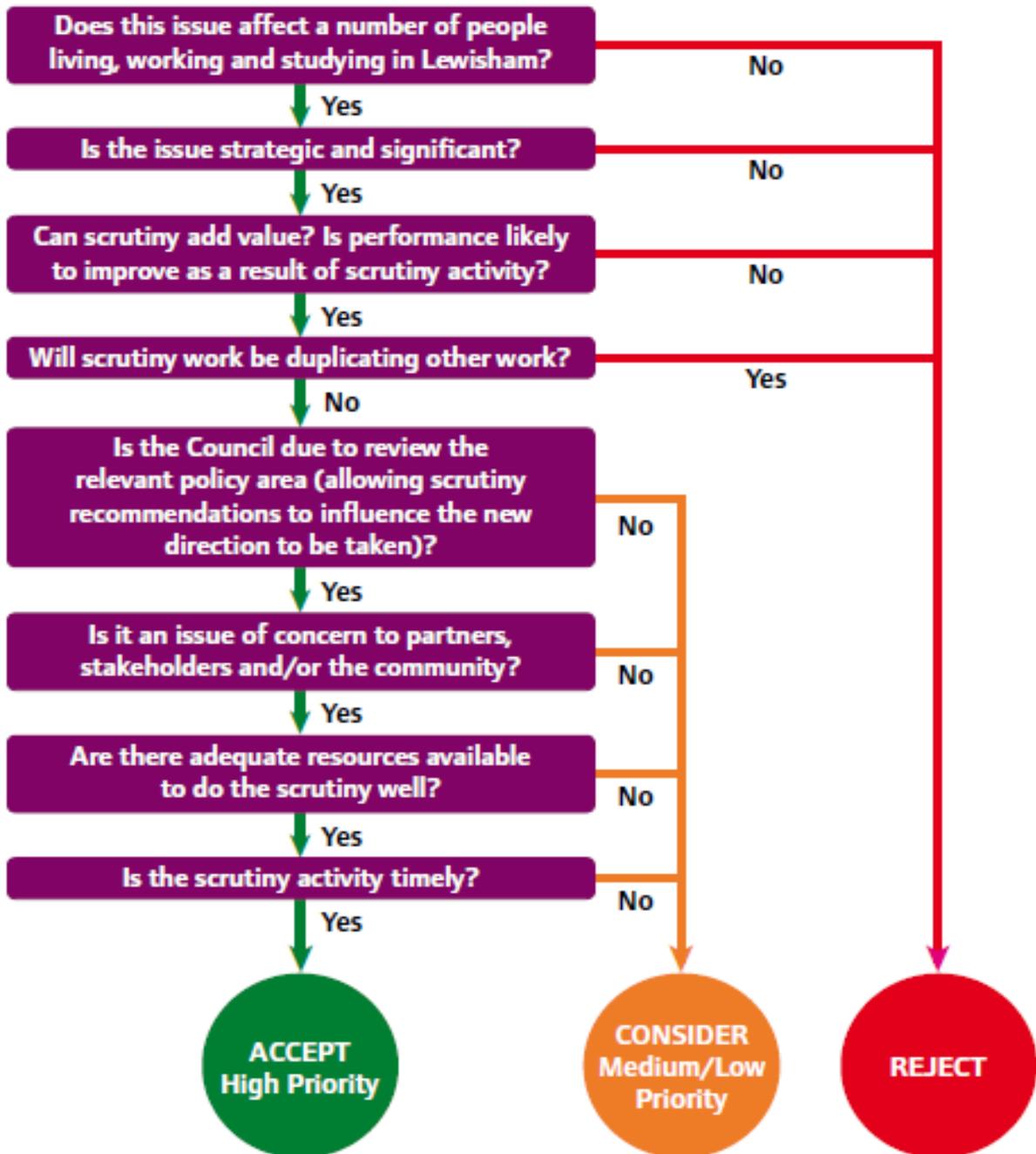
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terms of the meeting time available.

Scrutiny work programme – prioritisation process



1.9. The Committee should give consideration to issues of local importance and decisions

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due to be made by Mayor and Cabinet. Items within the work programme should be linked to the priorities set out in the Council's Corporate Strategy for 2018-2022:

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.

Children and Young People Select Committee terms of reference

- 1.10. The Council's constitution sets out the Committee's powers as defined by the terms of reference (set out below). The Committee should familiarise itself with the terms of reference and consider its remit when selecting items for scrutiny.

Children & Young People Select Committee

- 1.11. (a) To fulfil all overview and scrutiny functions as they relate to the social care of children and young people up to the age of 19 years including but not limited to the following activities:-

- (i) the social services functions of the Council under the Children Act 2004, and all functions of the Council under the National Assistance Act 1948, the Mental Health Act 1983, Children Act 1989, the NHS and Community Care Act 1990, Children Act 2004, Children and Families Act 2014 and all other relevant legislation in force from time to time
- (ii) to invite representatives of other service providers to children and young people in the area to give account of their performance and to answer questions.

(b) In so far as they relate to the provision of services for those under the age of 19 years, the exercise of all of the Council's powers under all relevant legislation pertaining to education from time to time in force. Without limiting the generality of this, this shall include, in particular, schools and school related services.

(c) The exercise of the overview and scrutiny powers of the Council in so far as they relate to people under 19 years of age in the provision of opportunities for education, training and learning outside the school environment, including pre-school services.

(d) In so far as they relate to children and young people under 19 years of age, to make comments and recommendations to the Executive on the contents and proposed contents of the plans making up the Council's policy framework.

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(e) In so far as they relate to people under the age of 25 years, to make comments and recommendations on the provision of education, training and learning by those with special educational needs.

(f) Without limiting the remit of the Select Committee, its terms of reference include the following matters:

- Child protection - covering provision for vulnerable children including children in need and children looked after, placements, foster care and adoption
- Early years provision
- Special needs provision
- Schools and related services
- Youth Service
- Youth offending and challenging behaviour
- Transitional services for those leaving care
- Other matters relating to children and young people

(g) To receive and consider referrals from Healthwatch in so far as they relate solely to people under 19 years of age. Otherwise such referrals will be made to the Healthier Communities Select Committee.

(h) Without limiting the remit of the Select Committee, to hold the Executive to account for its performance in relation to the delivery of Council objectives in the provision of services to children and young people.

NB In the event of there being overlap between the terms of reference of this select committee and those of the Healthier Communities Select Committee, the Business Panel shall determine the Select Committee which shall deal with the matter in question. Financial implications

- 1.12. 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

Legal implications

- 1.13. 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.

Equalities implications

- 1.14. 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.
- 1.15. 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.

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- foster good relations between people who share a protected characteristic and those who do not.
- 1.16. 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.

Climate change and environmental implications

- 1.17. 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 considered as part of the reports on those items.

Crime and disorder implications

- 1.18. 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.

Health and wellbeing implications

- 1.19. 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.

Report author and contact

- 1.20. If you have any questions about this report please contact: emma.ayekumi@lewisham.gov.uk

Appendix A – Completed Work Programme

Appendix B - Forthcoming Key Decisions

Is this report easy to understand?

Please give us feedback so we can improve.

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Children and Young People Select Committee 2020/21

Programme of Work

Work Item	Type of item	Strategic Priority	21-Sep	26-Nov	21-Jan	04-Mar
Election of the Chair and Vice-Chair	Constitutional requirement					
Select Committee work programme 2019/20	Constitutional requirement	CP3				
Stabilisation Budget	standard item	CP3				
Children's Social Care update	Performance monitoring	CP3 & CP5				
BAME school attainment, inc diversity of governing bodies	standard item	CP3				
Budget and cuts proposals	standard item	CP3&5				
CAMHS transformation plan - Norman Lamb	performance monitoring	CP3&5				
Corporate Parenting and LAC Annual Report	performance monitoring	CP3 & CP5				
SEND - transition between young people and adult services	Performance monitoring	CP3&5				
Early Help	policy development	CP3 & 5				
Safeguarding, inc child exploitation	standard item	CP3, 5 & 7				
How living in temporary accommodation affects children and young people - 6 month follow up	In-depth review	CP3				

Briefings and visits

Young Mayor and Advisors	informal meeting	CP3 & CP5			14-Dec	
Impact of GCSE/ A Level results algorithm on Lewisham pupils	For information	CP3	cancelled due to insufficient data			
Elective Home Education, inc unregulated education settings	for information	CP3				postpone to next municipal year
Response from Mayor and Cabinet: children in temporary accommodation indepth review	in depth review	CP3 & CP5				consider alongside 6 month follow up
Briefing - how the Comprehensive Spending Review will affect Lewisham	briefing	CP3&CP5				
Safeguarding annual report (formerly LSCB)	Performance Monitoring	CP3 & CP5				availability tbc

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

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FORWARD PLAN OF KEY DECISIONS

Forward Plan February 2021 - May 2021

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
December 2020	Broadway Theatre works update	13/01/21 Mayor and Cabinet	Claudia Lynch, Project Officer Capital Programme Delivery and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
December 2020	CCTV IP Modernisation plan	13/01/21 Mayor and Cabinet	Daniel Fish-Halvorsen, Public Space CCTV Manager and Councillor Brenda Dacres, Cabinet Member for Safer Communities		
June 2020	Extension of Resurfacing and Footways Contract	13/01/21 Mayor and Cabinet	Louise McBride, Head of Highways & Transport and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
November 2020	Leisure Management Arrangements	13/01/21 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
October 2020	The Future of PLACE/Ladywell parts 1 & 2	13/01/21 Mayor and Cabinet	Karen Barke, Head of Strategic Development and Councillor Paul Bell, Cabinet Member for Housing & Planning		

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 2020	Schools Minor Works Programme 2020	13/01/21 Mayor and Cabinet	Kplom Lotsu, SGM Capital Programmes and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
December 2020	Permission to extend current Removal, Storage and Disposal of Abandoned Vehicles and other Nuisance Vehicle Services Contract	26/01/21 Executive Director for Housing, Regeneration & Environment	Martin Skipper and Councillor Paul Bell, Cabinet Member for Housing & Planning		
January 2021	COVID-19 Related Contract Extension for IHASS Floating Support Service providing Tenancy Sustainment and Floating Support to 150 Adults with Support Needs.	26/01/21 Executive Director for Community Services	Sarah Miran, Commissioning Manager and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
December 2020	Council Tax Base, the NNDR Tax Base & Discounts for Second Homes and Empty Homes.	20/01/21 Council	Katharine Nidd, Strategic Procurement and Commercial Services Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
December 2020	2020/21 Budget	03/02/21 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
December 2020	2020/21 Budget Cuts Proposals	03/02/21 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
December 2020	Contract Award works to Council buildings and schools funded by Public Sector Decarbonisation Scheme	03/02/21 Mayor and Cabinet	Martin O'Brien, Climate Resilience Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
December 2020	2020/21 Budget Update	10/02/21 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
December 2019	Additions of new buildings to Local List St Lukes Church	10/02/21 Mayor and Cabinet	Joanna Ecclestone, Senior Conservation Officer and Councillor Paul Bell, Cabinet Member for Housing & Planning		
December 2020	Approval of s106 funding for housing development	10/02/21 Mayor and Cabinet	Julie Nash and Councillor Paul Bell, Cabinet Member for Housing & Planning		
September 2020	Catford Regeneration Partnership Ltd Business Plan 2020-21	10/02/21 Mayor and Cabinet	Kplom Lotsu, SGM Capital Programmes and Councillor Paul Bell, Cabinet Member for Housing & Planning		

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 2020	Determined Admissions Arrangements 2022-23	10/02/21 Mayor and Cabinet	Linda Fuller, Team leadert Admissions & Appeals and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
December 2020	Highways and Traffic Works Partnering Contract The report reviews the recent and ongoing Highways Maintenance & Planned Works procurement exercise, assesses future strategic need and recommends a procurement route to benefit the council.	10/02/21 Mayor and Cabinet	Zahur Khan, Director of Public Realm and Councillor Paul Bell, Cabinet Member for Housing & Planning		
December 2020	Modern Slavery Statement 2021	10/02/21 Mayor and Cabinet	Karen Barke, Head of Strategic Development and Councillor Brenda Dacres, Cabinet Member for Safer Communities		
November 2020	State of the Highways Infrastructure - Asset management Strategy	10/02/21 Mayor and Cabinet	Louise McBride, Head of Highways & Transport and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
December 2020	2020/21 Budget	24/02/21 Council	Kathy Freeman, Executive Director for Corporate Resources and Councillor Amanda De		

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
			Ryk, Cabinet Member for Finance and Resources		
June 2020	Climate emergency action plan update	10/03/21 Mayor and Cabinet	Martin O'Brien, Climate Resilience Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
October 2020	A21 Development Strategy	10/03/21 Mayor and Cabinet	David Syme, Strategic Planning Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
September 2020	Building for Lewisham Package A s105 & demolition budget approval	10/03/21 Mayor and Cabinet	Karen Barke, Head of Strategic Development and Councillor Paul Bell, Cabinet Member for Housing & Planning		
June 2020	Conversion of 77 Amersham Road and 114-116 Manor Avenue to temporary housing	10/03/21 Mayor and Cabinet	James Masini, Regeneration and New Supply Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
November 2020	Excalibur Estate - Phase 3 Development	10/03/21 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		

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
August 2020	Occupational Health Employee Assistance Programme contract	10/03/21 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
June 2020	Options appraisal of the security contract	10/03/21 Mayor and Cabinet	Chris Damri, SGM Asset Strategy and Technical Support and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
November 2020	Small Sites SPD	10/03/21 Mayor and Cabinet	James Masini, Regeneration and New Supply Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
December 2020	Lewisham Homes Business Plan 2021-22	24/03/21 Mayor and Cabinet	Councillor Colin Elliott and Councillor Paul Bell, Cabinet Member for Housing & Planning		
November 2019	Approval to appoint operator for concessions contract at the lake, Beckenham Place Park	24/03/21 Mayor and Cabinet	Gavin Plaskitt, Programme Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
December 2020	Approval of a new Housing Allocations Scheme'	26/05/21 Mayor and Cabinet	Michael Moncrieff, Housing Policy & Partnerships Manager 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 & Planning		
October 2019	Mayow Road Supported Living Service Parts 1 & 2	14/07/21 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		

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

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