

Overview and Scrutiny



Children and Young People Select Committee Agenda

Wednesday, 22 September 2021

7.00 pm, Council Chamber, Civic Suite - the public are welcome to observe via the Council's website at <https://lewisham.public-i.tv/core/portal/home>

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Beate Hellawell

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

Part 1

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Children and Young People Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 22 September 2021.

Kim Wright, Chief Executive
Tuesday, 14 September 2021

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

FIELD_TITLE

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MINUTES OF THE CHILDREN AND YOUNG PEOPLE SELECT COMMITTEE

Thursday, 17 June 2021 at 7.00 pm

PRESENT in person: Councillors Luke Sorba (Chair), Jack Lavery, Hilary Moore and Jacsq Paschoud.

PRESENT online: Councillors Caroline Kalu (Vice-Chair), Colin Elliott, Octavia Holland, Liz Johnston-Franklin, and Oluwafela Ajayi (Parent Governor - Special Schools), Lilian Brooks (Parent Governor - Primary Schools), Monsignor N Rotheron (Catholic Church Representative) and Caseley (Parent Governor - Secondary Schools).

ALSO PRESENT: Emma Aye-Kumi (Scrutiny Manager), Councillor Chris Barnham (Cabinet Member for Children's Services and School Performance) (Cabinet Member), Pinaki Ghoshal (Executive Director for Children & Young People), Harold Bennison (Director of CAMHS) (SLAM), Catherine Bunten (Commissioning Manager), Caroline Hirst (Joint Commissioner, Children and Young People's Services), Martin Wilkinson (Director of Integrated Care and Commissioning) (Lewisham Health and Care Partners), Claude Joussein and James Lowell (Chief Operating Officer, SLAM)

1. Confirmation of Chair & Vice Chair of the Children and Young People Select Committee

RESOLVED that Cllr Luke Sorba be appointed as Chair and Cllr Caroline Kalu as Vice Chair of the CYP Scrutiny Select Committee for the municipal year 2021-22.

2. Declarations of interest

RESOLVED that the following non-prejudicial interests be declared:

1. Cllr Luke Sorba is the Lewisham Council appointee to SLAM NHS Trust council of governors
2. Cllr Liz Johnston-Franklin is the Lewisham Council representative on the Youth First Board
3. Cllr Jacq Paschoud declared that her spouse, Cllr John Paschoud, is a school governor of the Lewisham virtual school.

3. Minutes of last meeting

RESOLVED that the minutes of the last meeting held on 4 March 2021 be agreed as a true and accurate record.

4. Responses to Referrals to Mayor and Cabinet

None.

5. Children and young people's emotional and mental health

- 5.1 Claude Jousselein – SLaM Lewisham Service Manager, Harold Bennison – Service Director for CAMHS at the Maudsley, Martin Wilkinson – Director of Integrated Care and Commissioning, Lewisham Health and Care Partners, James Lowell – Chief Operating Officer of SLaM were in attendance. Caroline Hirst – Joint Commissioner, Children and Young People's Services, presented the report and provided a summary of April and May data. In 2019-20 referrals to CAMHS averaged 124 per month. In 2020-21, CAMHS referrals averaged 125. In March this year, the service received 173 referrals. Referral numbers dropped in April to 113 and went up to 213 during the month of May. Some fluctuation from month to month is normal and for that reason a better comparator is the monthly average across the year. It was noted that the referral acceptance rate for May stayed at 74%.
- 5.2 The following was noted in response to questions from the committee:
1. Emotional wellbeing and diagnosable mental health conditions are different issues and these are picked up at the front door. Early support can prevent the onset of more significant issues further down the line.
 2. An online NHS survey of young people after the first wave of covid showed an increase from 11% to 16% of recognisable mental health conditions compared to 2017. This used a strengths and difficulties questionnaire, which is a recognised way of identifying mental health conditions.
 3. Standardised NHS approach to recording gender and ethnicity had been used. ACTION: CH to provide committee with more detailed information regarding BAME access to services, which was showing around a 10% increase.
 4. Different disorders have different representations and therefore aggregating all interventions up to an average re-referral rate is not particularly meaningful. However, NHS benchmarking suggests a 16% re-referral rate nationally. In Lewisham it is lower than the national average at about 10%.
 5. Individuals complete the strengths and difficulties questionnaire before, during, and at the end of treatment, which provides an idea of sustainability and effectiveness of treatments.
 6. SLaM was committed to delivering ethnically and culturally appropriate services having called themselves out to be an anti racist organisation. Some of the steps it was taking to stamp out racism included creating a parent carer race equality framework, tackling institutional racism, working with partners to deliver services representative of the population.
 7. A second Mental Health in Schools Team (MHST) was being created in wave 2. The increased capacity would allow trainees to stay on. A third team would come onstream from January. Total funding for the MHST was approximately £800k in total with the new investment.
 8. There is a range of mental health training for schools including youth mental health first aid training, MHST training in 19 schools and plans to

roll out self-harm training across all schools as part of the Early Help programme.

9. One councillor described difficulties that parents had when trying to get support for their children and young people. CH advised sending the list of services appended to the report.
10. Cllr Chris Barnham – Cabinet Member for Children’s Services and School Performance praised the efforts of the scrutiny committee, CCG and SLaM staff to drive improvement to waiting times, access for communities and the development of a wider range of early help services to prevent issues from becoming more acute.
11. The Executive Director for CYP felt it was too early to tell whether the increase of referrals in May was part of normal fluctuation or the start of a sustained increase and would not, therefore, consider unlocking the £250,000 contingency fund until the overall trend was clearer.

RESOLVED

- 1) that the report be noted
- 2) that the committee be provided with more detailed information on BAME access to mental health services

6. Early Help and Prevention

Catherine Bunten – Service Manager for Joint Commissioning summarised the report. Questions were taken from the Committee and the following was noted:

1. The virtual family hub would bring together online services such as midwives and health visitors, as well as providing online information and signposting to other services for communities. Family Thrive would be available online for short interventions. Families could also access speech and language and ASD assessments as a ‘one stop shop’. This would avoid clients being ‘buffered’ between referrers.
2. It was important to make sure the online information was kept current and correct and that the same information was available across all of the places it was published. The virtual hub would complement physical services such as GPs, shops, schools, libraries etc.
3. One Member expressed concern about the Youth First timetabled hours, and staffing levels. The committee heard that young people had contributed to the creation of the draft timetable. The intention was to attract more volunteers.
4. One Member noted that the change of opening hours at the Honor Oak venue meant that a hot lunch would no longer be available. This had been an important part of alleviating food poverty in the area, which had worsened since the pandemic. Holiday activities including food programmes were being put in place for the summer.
5. The Committee heard that in Telegraph Hill ward, a local food provider, Feed the Hill, now linked to the tenants association on the estate where the youth provision is.

6. The youth service was looking at having a youth foundation who could bring youth services together and bring more income into borough to meet need. The Young Mayor was working with young people to define what youth provision in Lewisham could look like.
7. The Compass contract decision was going to Mayor and Cabinet on 14 July which meant that the Committee would not get to scrutinise the report. In summary, Compass had worked reasonably well, particularly as regards sexual health and substance misuse. Sexual health would eventually become the focus, with the provider using the hub building.
8. The Chair said he would recommend to the Overview and Scrutiny Business Panel that the decision that Mayor and Cabinet would take on 14 July be considered for post decision scrutiny. He encouraged members to attend the meeting and comment.
9. There were plans to increase sex education and to do proactive work with schools to tackle the issue of sexual harassment in schools. Officers said the scale of the issue is greater than initially thought and social media had probably played a part. Strengthening prevention and joining up services was important. Historically, teams and services had not always connected up well. Young people might have a key person that they trust – a teacher, youth worker, or someone else. It was vital to ensure a joined up network of professionals around young people so that when concerns are raised, help would be available.

RESOLVED that:

- 1) the report be noted
- 2) the Chair would recommend to the Overview and Scrutiny Business Panel that the Mayor and Cabinet decision on 14th July be considered for post-decision scrutiny.

7. Select Committee work programme 2021/22

- 7.1 The Chair explained that the Scrutiny Manager had prepared a draft work programme for the Committee to consider. It comprised suggestions from officers, Members, the previous CYP Select Committee. The Chair invited committee members to comment on the draft work programme.

The following comments were made:

1. Committee to look at use of private homes for children in care, including where they are placed, cost and quality of provision. This should be considered at the September meeting.
2. Elective Home Education was an important issue in the wake of the pandemic. Some parents were anxious about sending their children to school and there was concern that reactively deciding to electively home educate may not ensure good quality education for children without ongoing support and monitoring.
3. One member suggested looking at home repossessions involving children, and how this impacts on families and children's education. The Chair agreed to write to the Chair of the Housing Select Committee to see if that

committee planned to look at repossessions. If so, he would suggest that both committees scrutinise the matter together. **ACTION: Chair**

4. Elective Home Education should be moved to the November meeting to allow it to be considered in the same meeting as the Play Strategy and School Place Planning.
5. The report on embedding race equality in schools, scheduled for January, should include alternative provision placements, and include attainment and exclusion information, particularly for Black Caribbean boys.
6. Councillor Elliott had submitted a member question regarding exclusions. The response had revealed that permanent exclusions had decreased, but temporary exclusions had increased slightly. He agreed to email the response to the Committee **ACTION: Cllr Elliott**

RESOLVED that the work programme be finalised to reflect the following:

- 1) Add Cost and quality of care placements to September
- 2) Chair to write to the Housing Select Committee chair to explore the possibility of joint work on house repossessions involving families
- 3) The January report on embedding race equality in schools should include information on alternative provision placements, attainment and exclusion information for Black Caribbean boys.
- 4) Elective Home Education should move to November.

The meeting ended at 9:15pm

Chair:

Date:

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Children and Young People Select Committee

Declarations of Interest

Date: 22 September 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive (Director of Law and Governance)

Outline and recommendations

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

1. Summary

- 1.1. Members must declare any personal interest they have in any item on the agenda. There are three types of personal interest referred to in the Council's Member Code of Conduct:
 - (1) Disclosable pecuniary interests
 - (2) Other registerable interests
 - (3) Non-registerable interests.
- 1.2. Further information on these is provided in the body of this report.

2. Recommendation

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

3. Disclosable pecuniary interests

3.1 These are defined by regulation as:

- (a) Employment, trade, profession or vocation of a relevant person* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member’s knowledge, the Council is landlord and the tenant is a firm in which the relevant person* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:
 - (a) that body to the member’s knowledge has a place of business or land in the borough; and
 - (b) either:
 - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
 - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

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

4. Other registerable interests

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

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

5. Non registerable interests

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

6. Declaration and impact of interest on members' participation

- 6.1. Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take 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**
- 6.2. Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph 6.3 below applies.
- 6.3. Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- 6.4. If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- 6.5. Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

7. Sensitive information

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

8. Exempt categories

- 8.1. There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-
- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
 - (b) School meals, school transport and travelling expenses; if you are a parent or

guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor

- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception).

9. Report author and contact

- 9.1. Stephen Gerrard, Director of Law and Governance, stephen.gerrard@lewisham.gov.uk,
020 83147648



Children and Young People Select Committee

Children & Young People's Directorate – Financial Stabilisation Plan

Date: 22 September (Children and Young People Select Committee)

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors:

Mala Dadlani, Strategic Business Partner (Children & Young People)

Lucie Heyes, Director Children's Social Care

Angela Scattergood, Director of Education

Pinaki Ghoshal, Executive Director Children & Young People's Services.

Outline and recommendations

This report seeks to provide Members with an update on the work carried out by the Children and Young People's Directorate to improve budget management and reduce the trend in recent years towards significant overspends. The report provides an overview of the budget and outturn position for 2019/20 and 2020/21. In addition it provides more detail about the ongoing work that is taking place to provide good quality outcomes for children and young people through making the most efficient use of the budget.

Services provided by the directorate are heavily governed by statute. Changes in national and local policy both in terms of outcomes and funding impact on the service that is delivered. The CYP directorate has undertaken significant steps to reduce spend as outlined in this report. 2020/21 demonstrated the commitment from the service towards reducing the cost base. The cost reduction required from the service is ambitious but achievable in the medium to long term. The report also outlines certain risks that could potentially impact on achieving the savings.

The report outlines the current situation with the Dedicated School's Grant and in particular the financial risks with the High Needs Block which primarily provides funding for children with special educational needs or a disability (SEND).

This report should be read in conjunction with the parallel report coming to this committee which provides more detailed information about Children's Social Care.

1. Summary and Policy Context

- 1.1 Across the country local authority children's services have been struggling with increased demand, in particular the number of young people in the care system and with the number of children who have an Education Health & Care plan. Over recent years both groups of children have increased significantly and the financial demand that follows from this has meant that it is common for children's services to overspend.
- 1.2 The most significant demand on the Council's General Fund has been the national increase in the number of children in care. Between 2010/11 and 2017/18 there was a 26% increase in children with a child protection plan and a 15% increase in the number of children in care. Between 2013/14 and 2017/18 the number of children in residential care increased by 9.2% but cost increased by 22.5%. The average weekly cost for all residential care increased from £2,999 in 2011/12 to £4,705 in 2017/18. In 2017/18 91% of LAs overspent on children's social care, a total of £872M.
- 1.3 The situation in Lewisham has been no different to other local authorities. However, Lewisham has traditionally had a higher number of children in care and as the Ofsted inspection of 2019 noted practice has required improvement to be good.
- 1.4 In the summer of 2020 it was identified that without any firm action the directorate was at risk of overspending in excess of £12M. A stabilisation plan was quickly put in place monitored by the Cabinet Members for Finance and Resources and for Children's Services and School improvement. As a consequence the scale of the overspend reduced significantly and actions initiated at that time are also leading to longer term reductions in spend across the directorate.

2. Recommendations

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

3. 2019/20 & 2020/21 Budget and Outturn Position

- 3.1 In 2019/20 the CYP directorate General Fund net budget was set at £59.1m with an overspend position of £5.8m. for 2020/21, the CYP directorate General Fund net budget was set at £60.3m with a final spend of £69.1m.

Table 1 2020/21 outturn position

Service Area	Net budget 2020/21	Final Outturn 2020/21	Final Outturn Variance (Under) Spend 2020/21	Final Outturn Covid-19 related Variance 2020/21	Final Outturn Non Covid-19 related Variance 2020/21
	£m	£m	£m	£m	£m
Children's Social Care	41.1	48.8	7.7	3.5	4.2
No Recourse to Public Funds	2.9	1.6	(1.3)	0.0	(1.3)
Education Services	10.7	14.0	3.3	0.9	2.4
Joint Commissioning / Early Help	6.9	6.0	(0.9)	0.3	(1.2)
Schools	(1.3)	(1.3)	0.0	0.0	0.0
Total	60.3	69.1	8.8	4.7	4.1

- 3.2 Against this budget position, the initial forecast for 2020/21 suggested a forecast overspend of £12.4m (of which costs relating to CSC was £10m). £2m related to transport and £0.4m to other areas. In addition to this, an early estimated of additional costs expected as a result of Covid was projected to be £10.1m, giving an overall projected overspend of £22.5m.
- 3.3 It should be noted that the £10.1m projection, was made early on in the pandemic and was an initial broad-brush estimate that covered costs that impacted on other funding streams in addition to the General Fund, such as the DSG. By the second monitoring report to members this had been refined to a projection of a £5.7m additional pressure on the General fund.
- 3.4 This projection prompted a series of management actions by the Executive Director for CYP supported by the senior directorate team and colleagues in Finance to mitigate the over spend position. The final outturn was a much improved position of £8.8m. Of this £4.7m was linked to the increased pressures due to the covid-19 pandemic and £4.1m was against the General Fund.
- 3.5 It should be noted that of the £4.7m Covid spend, £2.4m was indirect i.e. costs which the service might have incurred anyway and may do so in in future years. Table 2 provides more detail about the financial movements during the year.

Table 2 – Reconciliation between the original estimated outturn position and final outturn

The movement can be summarised as follows:

CYP Forecast Overspend Summer 2020	£12.4m
Transferred to Covid – unmet savings and Business as usual savings paused due to capacity constraints and increased burdens elsewhere	(£2.0m)
Management action including recruitment and retention controls	(£1.7m)

Price, Volume reduction on placements and additional income from partners	(£2.1m)
NRTPF -reduction in families and young people requiring support	(£1.3m)
Underspend in Joint commissioning and Early Help	(1.2m)
Final General Fund Overspend	£4.1m

3.6 There were a number of areas where management action led to the reduction in the projected overspend. They key actions were as follows:

- Review of Data management systems in particular a new system called Controcc, to ensure improved performance management information was able to monitor financial pressures and bring action in place quickly to address it
- Review and re-alignment of historic budget and coding structures including budget holder responsibility
- Implementation of a placements tracker system to facilitate data capture and reconciliation with sub-systems e.g Controc, Oracle etc. This also ensured that we didn't continue to pay for a placement after it had ceased and movements of children across placements was linked to procurement and contract management decisions
- Fortnightly high cost placement panel review meetings –attended by various stakeholders including Health, Housing, SEN etc. The meetings are chaired by the Executive Director of CYP and provided a strong forum for review of high cost placements including review of partner funding.
- A joint programme with Housing to provide suitable accommodation for young people who become homeless and care leavers. Actions currently underway will also lead to reductions in spend in future years as investment is made in more appropriate accommodation and new joint protocols to support this
- Working with young people and external providers to ensure that the fee structure for housing young people over the age of 18 includes maximisation of income from housing benefits.
- Improve data capture and timely submissions to the Home Office to maximise income from a grant that supports children and young people who are unaccompanied asylum seekers
- Improving recruitment and retention process for social workers thereby reducing dependency on agency workers which are more expensive
- Focus on effective commissioning to drive down average costs of placements, this includes working with the South London Consortium to agree best price structure.
- Building new early help and prevention services that support children and families earlier on.
- Developing clear strategies and priorities, including a Prevention & Early Help Strategy, a refreshed Childcare Sufficiency Strategy, a Corporate Parenting Strategy and an Asset Management Strategy.

Children's Social Care

- 3.7 Focusing on CSC in 2019/20, there was a General Fund budget of £41.5m, against this budget the service spend was reported at £45.8m, reflecting an overspend position of £4.3m. It should be noted that in addition to the £41.5m budget an additional £7m had been made available at the beginning of the financial year from the Councils Corporate Resources to support the expected demand position.
- 3.8 For 2020/21 the budget was set at a net £41.1m with a continuation of £7m support from the Councils Corporate Resources plus a further £1.2m to support increased demands in respect of placements, and other demand led costs, such as other care costs and legal costs, previously offset by an underspend on the Nil Recourse To Public Funds budget.
- 3.9 At the end of 2020/21, Children’s Social Care reported an overspend of £3.5m after adjusting for Covid related costs. The overspend was solely within the placements budget and represented a £0.8m improvement on the previous year’s position.

4. 2021/22 and future years

- 4.1 Table 3 below shows the general fund available to the CYP directorate and includes additional Social Care grant and continuation of funding from the corporate resources reserves.

Table 3 - General Fund and Corporate Resources for CYP

	£m
2020/21 General Fund	60.64
Savings - Agreed Round 1	-1.21
Savings Agreed - Round 2	-1.43
Pressures	0.41
Corporate Funding including Social Care grant	11.43
Total Funding for CYP from LBL	69.84

- 4.2 As part of the Medium term planning process (and including as part of the Councils overall savings target), there continues to be an understanding that the CYP directorate may overspend by a maximum value of £4m. The expectation is that the service will achieve the overall savings targets set for this year and demand led savings to progress towards a balanced budget as soon as possible.

Table 4 Summary of General Fund and spend requirements

	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m
General Fund Starting Position	60.64	60.64	58.41	56.40
Savings		-2.64	-2.02	-1.30
Net Pressures		0.41		

Revised Baseline	60.64	58.41	56.40	55.10
Corporate funding including Social Care grant	9.09	11.43	11.43	11.43
Total funding from Lewisham	69.7	69.84	67.83	66.53
Projected Spend	-73.80	-72.94	-67.83	-66.53
Net under/overspend	-4.1	-3.10 <i>*note 1</i>	0.00	0.00
Movement from 2020/21		-0.86	-5.97	-7.27

*note 1, current projected position, however up to £4m has been included in the MTFS position.

4.3 The position above shows that if all things are equal the service will need to generate real term reduction of approximately £7.3m relative to the 2020/21 spend position. Whilst this is ambitious, the directorate believes that if current strategies and plans are continued this is potentially achievable in the longer term. Collegiate working with other departments within the council and external stakeholders will be pivotal in driving forward with change.

4.4 There are however risks attached with the above illustration including:

- **Increase in demand.** There are various reasons that may increase demand for services provided including the socio-economic position within the borough with the potential for increased family breakdown.
- **Local or National Policy** Potential impact of changes in either, for example the potential impact of the DfE drive towards schools converting to academy status
- **Recruitment and retention issues** (including skills shortage resulting in upward pressure on costs).
- **Price increases** including inflation, supply and demand variations.
- **Changes in funding** that support the spend areas for CYP including the Social Care Grant, Dedicated Schools Grant, Troubled Families Grant, UASC grant, health funding etc.

4.5 It is anticipated that the targeted support and initiatives being progressed by the CYP directorate should contain some of the risk areas noted above. The table below shows the projected 2021/22 to 2024/25 position allowing for pay award and inflation. The table also shows movement in funding where this is known. It should be noted that the pay award for 2021/22 is currently being considered by Trade Unions at 1.75%.

Table 5 Medium term funding projections

	Staff Pay award	1.75%	2.00%	2.00%
	Inflation	1.40%	2.00%	2.00%

Spent on :	2020/21 Outturn	2021/22	2022/23	2023/24
		Forecast	Forecast	Forecast
	£m	£m	£m	£m
Employee costs	39.1	39.4	40.2	41.0
Premises	4.6	4.7	4.8	4.9
Transport	4.7	3.5	3.6	3.7
Supplies /Services	109.4	110.1	112.3	114.5
Third Party Payments	78.1	82.6	89.0	91.9
		0.0		
Total Spend	235.9	240.3	249.8	256.0
Corporate Recharges	1.3	1.3	1.3	1.3
Revised Total Spend	237.2	241.6	251.2	257.4
MTFS savings agreed 2021-2024		-2.64	-4.66	-5.9
Savings related to CSSB		-0.38	-0.9	-2.9
Prior year savings (2019/20)			1.4	1.4
Funded Pressures		0.41	0.4	0.4
Revised Total Spend	237.2	239	247	250
Unfunded pressure (potential)		0	5.4	5.4
Funded by :	£m	£m	£m	£m
General Fund	-60.3	-58.4	-56.4	-55.1
COVID grant used to offset ongoing cost	-4.7			0.0
Corporate resources	-9.8	-11.43	-11.43	-11.4
Estimated uplift for inflation at 2% (Pay and non pay)			-4.7	-9.5
Additional Corporate Resources to fund pressure agreed only for 2021/22	-4.1	-4.00	0.0	0.0
Corporate funding to support pay award	0	-0.68	-0.68	-0.68
DSG – CSSB (note1)	-4.6	-4.26	-3.7	-1.7
DSG – High needs	-55.0	-61.5	-66.4	-67.7
DSG EY	-23.9	-23.9	-23.9	-23.9
Recharges	-9.7	-9.70	-9.7	-9.7
Government & Other Grants	-55.8	-55.75	-55.8	-55.8
Income	-9.4	-9.38	-9.4	-9.4
Total Budget Income	-237	-239	-242	-245

4.6 Table 5 assumes inflationary pressure will be met as part of the MTFS. This assumption is clearly linked to wider Government fiscal policy over the next few years including key funding announcements such as the Revenue Support Grant, policy on business rates, Social Care Grant, supporting grants including UASC, School Improvement and Brokerage Grant, Supporting Families Grant and the Central Budget aspects of the Dedicated Schools Grant.

4.7 We anticipate a challenging few years with regards Governments fiscal policy. The main known issue around funding pertinent to CYP relates to the Central Schools Services Block (this is part of the Dedicated Schools Grant). Further details are provided below.

5. 2021/22 Medium Term Financial Strategy

5.1 At the time of writing this report a review of the CYP savings requirement for 2021/22 appears positive. Currently we are forecasting that £5.7m of the total £6.9m saving is very likely to be achieved. This represents 82% of the overall savings target.

5.2 Work is continuing to progress on the remaining areas, including a cross council Transport Panel chaired by the Executive Director for Finance & Resources.

Table 6 2021/22 CYP Savings

	CYP target	Achieved	Unachieved
Savings	-£1,521	-£1,486	-£35
Thematic	-£1,119	-£456	-£664
Demand Reduction	-£4,300	-£3,739	-£561
Total Savings	-£6,940	-£5,681	-£1,260
As a percentage		82%	18%

5.3 The key area of financial focus within the directorate continues to be the costs linked to the placement of children in care and those leaving care. This is covered in more detail in the report on placement sufficiency for children in care and care leavers, being considered at the same meeting of the CYP Select Committee.

6. Special Education Needs and Disability (SEND)

6.1 The second largest financial risk area for CYP relates to children with SEND. Since September 2014, the new reforms that came into place have given a greater responsibility to Local Authorities with regards to the provision of Special Education Needs and Disability. The reforms meant for example, that Local Authorities responsibility for pupils with high needs extended to 0-25 (previously 5 to 19), clearer and tighter timescales for issuing Education Health care plans (EHCP), and increased parental preference. A post implementation review by government has been anticipated for some years but continues to be deferred. Local Authorities across the country have been struggling to contain the financial demands they are facing following this reform.

6.2 The table below shows the trend in EHCP numbers in Lewisham. CYP in partnership with Schools Forum is actively working on a mitigation plan, however as can be noted from this data, the demand is placing ongoing pressure on the

High Needs Block of the Dedicated Schools Grant, together with an ongoing pressure on the General Fund to resource non-school related costs such as the increase in assessments that the council is responsible for and an increase in the number of children requiring specialist transport.. Assuming the increase in EHCP continues at the present rate, it is very likely that that High Needs Block could have a cumulative deficit position of circa £11m. This is still however less than many other London boroughs.

Table 7 High Needs Block

	Gross Budget	Increase relative to 2019/20		Net Budget	ESFA top slice	Spend	Overspend	Cumulative Overspend on HNB	EHCP	Average cost
	£m	£m	%			£m	£m	£m		£
2019/20	£51.498			£50.711	£-0.787	£52.340	£1.629	0.629	2627	£19,924
2020/21	£55.586	£4.087	7.9%	£54.985	£-0.601	£59.556	£4.571	£5.20	3006	£19,812
2021/22	£62.132	£10.634	20.6%	£61.520	£-0.612	£65.520	£4.000	£8.20	3256	£20,123
2022/23	£66.993	£15.495	30.1%	£66.382	£-0.612	£69.382	£3.000	£11.20	3506	£19,789
Movement to baseline	£15.495			£15.7		£17.042	£13.200		879	

£1m from schools block in each year

250 increase in EHCP estimate at £15k a place

7. Dedicated Schools Grant –Central Schools Services Block (CSSB)

7.1 On the 19th July the DfE circulated their provisional allocations for 2022/23. This is ahead of the final settlement which will be confirmed in December 2021. Alongside this document the DfE also published the consultation on the National Funding Formula and the move towards what they describe as a ‘hard formula’. The two documents confirm the DfE’s intention to review the CSSB

Table 8 Changes to the CSSB

	Ongoing Duties	Historic Baseline	Total
	£m	£m	£m
2019/20	£1.46	£3.96	£5.42
2020/21	£1.48	£3.16	£4.64
2021/22	£1.73	£2.53	£4.26
2022/23	£1.71	£2.03	£3.74

2023/24		£1.71 Note 1*	£0.00	£1.71
Movement 2019/20	to	£0.25	-£3.96	-£3.71
Movement 2020/21	to	£0.23	-£3.16	-£2.93

*Note 1 – This is part of the DfE consultation and could potentially reduce and transfer to the Revenue Support Grant

7.2 The CSSB is split into two elements. Element 1 is funding to support ongoing statutory and regulatory work. The DfE is looking to review the services and only fund LA for statutory functions that apply to both maintained and academy schools. The guidance suggests that this grant will be streamlined into the main Revenue Support Grant. The historic cost element is expected to cease. Each Local Authority has varying values attached to the historic funding as the funding supports local priorities that pre-date 2012/13. For Lewisham this is potentially a reduction of £3.16m at 2020/21 funding levels. The grant has been reducing since 2019/20. The CSSB has been identified in the forecast table as a savings requirement on CYP, but is likely to require a far more detailed consideration as part of the MTFS.

8. Financial Implications

8.1 The report notes the services commitment towards achieving the savings which are required as part of the councils MTFS. Steady progress is noted in this report. It remains important that the service continues to undertake management action to deliver fully on the savings agenda. Additionally, the report notes pressure on other areas specifically high needs and Central services to schools, which must also be supported with the necessary action to remain within budget.

9. Equalities implications

9.1 The CYP directorate has a responsibility to support improved outcomes for all children and young people across the borough. But the majority of spend is directed to groups of children and young people who are at risk of having poorer outcomes, including those in the care system and those with additional learning needs. This report sets out how the directorate is seeking to achieve this while also reducing its overall spend.

10. Health and Wellbeing implications

Not applicable

11. Social Value implications

Not applicable

12. Climate change and environmental implications

Not applicable

13. Legal implications

Not applicable

14. Report Author and Contact

Mala Dadlani, Strategic Business Partner (Children and Young People)

Lucie Heyes, Director Children's Social Care

Angela Scattergood, Director of Education

Pinaki Ghoshal, Executive Director Children & Young People's Services.

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Children and Young People Select Committee

Public Accounts Select Committee

Progress on Children's Social Care Improvement Programme And Placements sufficiency for children in care and care leavers

Date: 22 September (Children and Young People Select Committee)
23 September (Public Accounts Select Committee)

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors:

Harriet Jannetta, Head of Service Corporate Parenting.

Lucie Heyes, Director Children's Social Care.

Pinaki Ghoshal, Executive Director Children & Young People's Services.

Outline and recommendations

This report seeks to provide Members of both Children and Young People Select Committee and Public Accounts Select Committee with an update on:

- a) The improvement work carried out by Children's Social Care, including the outcomes of a recent Ofsted focussed visit to examine our support for children in care. Appendix 1 is the letter published by Ofsted on 31 August 2021 following their focussed visit inspection in July.
- b) Summary of the work taking place to increase our placements sufficiency for children in care and care leavers.

1. Summary

1.1 Children's Social Care Service Improvements

The improvement programme commenced in mid 2018 and the service conducts an annual self-evaluation, which our regulatory body Ofsted scrutinises as part of their inspection processes. Lewisham's last full self-assessment was completed in June 2021. This report summarises the key issues.

1.2 Throughout the pandemic we have been continually adapting ways of working, which impacted on our ability to maintain the pace of improvement set in 2019. However Covid did not set us back, all key performance indicators have improved, with the exception of in-house foster placements. Quality assurance indicates a positive trajectory with 30% improvement in practice quality. The permanent staffing ratio has increased to 80% compared to 64% in 2018.

1.3 There is still much more to do to reach and sustain all our targets and the majority of practice continues to require improvement, however we have seen a steady positive shift and we believe we are on course to deliver children's social work to a consistently good standard by the end of 2022.

1.4 In July 2021 Ofsted completed a focused visit on children in care to seek assurance that the improvement plan they had seen in their last inspection (July 2019) had continued and was having a positive impact. Ofsted's key feedback from the recent focused visit was as follows:

- Since 2019, and despite the significant impact of the pandemic, the senior leadership team has improved services for children in care. Senior leaders demonstrate a clear focus on hearing the voices of children and have a clear understanding of areas for development that are being appropriately addressed.
- When children cannot live with their families, authoritative action is taken to protect and safeguard them.
- Social workers know their children well and are passionate advocates.
- Children said that they feel valued by their carers and are being well supported.
- Staff morale is high. Workers report feeling supported by visible and approachable managers and senior leaders.

1.5 The Ofsted report also notes areas for further improvement. All of these had already been identified by the self-assessment and actions are underway to address them.

1.6 Placements for children in care and care leavers

At the time of writing this report Lewisham is the corporate parent for 480 children in care (also known as Children Looked After /CLA) and 571 care leavers for whom we need to provide care and suitable accommodation. Section 4 provides a breakdown of where all those children and young people are living/placed.

1.7 Every Local Authority is required to have a placements Sufficiency Strategy to provide care and accommodation for its children in care and care leavers. Lewisham's existing strategy is due for renewal in 2022 and is currently being revised. What we have learned from the difficulties experienced since the last strategy was written, is our thinking and approach needs to be far more expansive and creative if we are to achieve affordable placement sufficiency. The national placement market has become increasingly difficult to manage and the needs of our ever changing care population

are more complex than in the past. At a national level, councils have been finding it difficult for many years to control the costs of placements and ensure children are looked after in a placement close to home, Lewisham shares these challenges.

- 1.8 This report provides an overview of the actions we are taking to increase our placements sufficiency, which can be summarised by six key aims:
- Expanding the pool, diversity and resilience of our local in-house foster carers.
 - Improving our systems and support to enable more regulated family and friendship or kinship/connected care arrangements to provide permanence.
 - Getting better value, quality, flexibility and stability from our externally commissioned placements.
 - Ensuring the cost of placements for very complex children is proportionately shared between Children's Social Care, Health and Education Services.
 - Creating and commissioning more local residential provision for young people who are difficult to place.
 - Developing more cost effective accommodation options for 16/17 year olds and housing pathways for our care leavers.

2. Recommendations

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

3. Policy Context

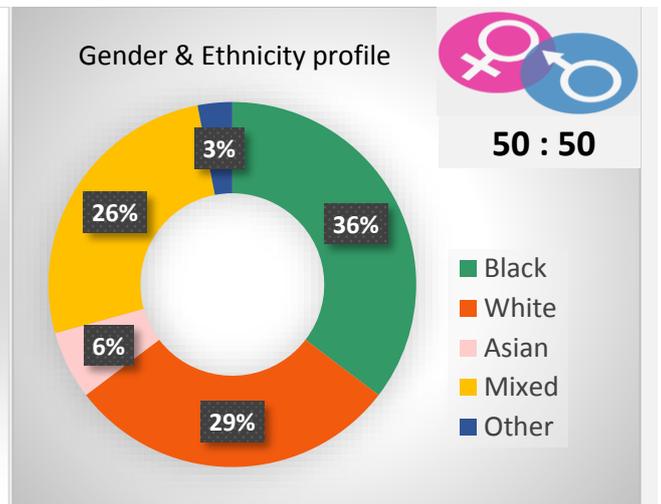
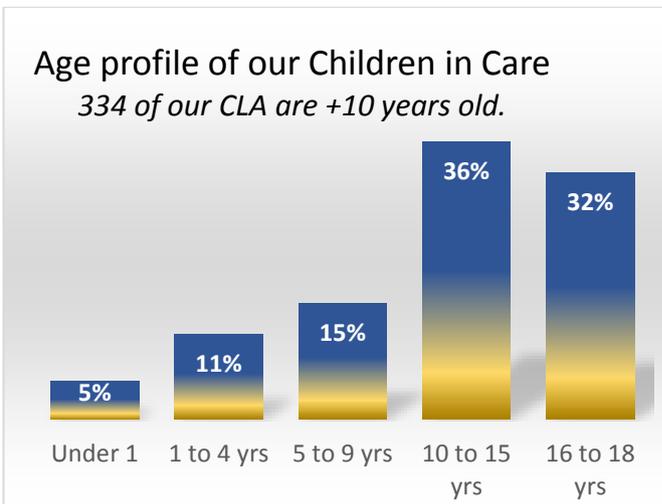
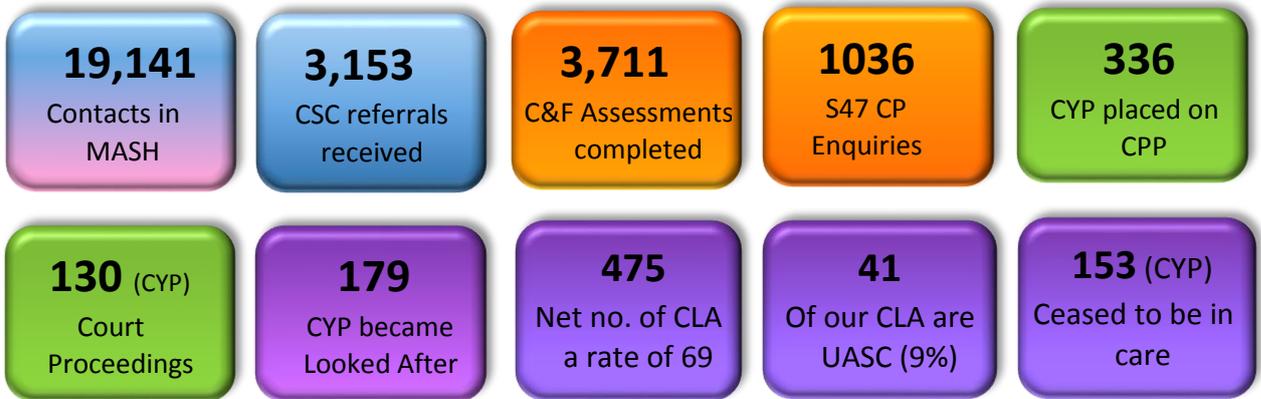
- 3.1 The Children's Social Care improvement programme contributes to the following key priority outcome of Lewisham's Corporate Strategy: Giving children and young people the best start in life. It specifically helps deliver against the following commitments:
- We will improve our children's social care services to provide support for families at the earliest opportunity.
 - We will ensure that the children in our care are safe and supported to achieve the very best in life.
 - We will work tirelessly with our partners to keep Lewisham's children and young people safe from exploitation, violence and serious youth crime.
 - We will monitor the services we provide for children and young people to ensure they deliver the best outcomes and best value.
 - We will ensure that families from our BAME communities have equal access to care and support.
 - We will work with our partners to ensure that young people transitioning into adulthood achieve the best possible outcomes in relation to education, work, healthy lives and strong community connections.
- 3.2 Placements for children in care and care leavers
Section 22G of the Children's Act 1989 places a legal duty on Local Authorities to take steps to secure, as far as reasonably practicable, sufficient accommodation for children in care and care leavers within their local authority area. The Statutory Guidance on Securing Sufficient Accommodation for Looked After Children (2010) states that local authorities should have embedded plans, as part of their commissioning processes and through partnership working, to meet this duty.

4. Background – the children and young people we are working with



Children being supported by CSC (As at 31/3/21)

- Being assessed
- In need receiving services
- With complex needs
- Subject to Child Protection Plans
- Looked After
- Care Leavers



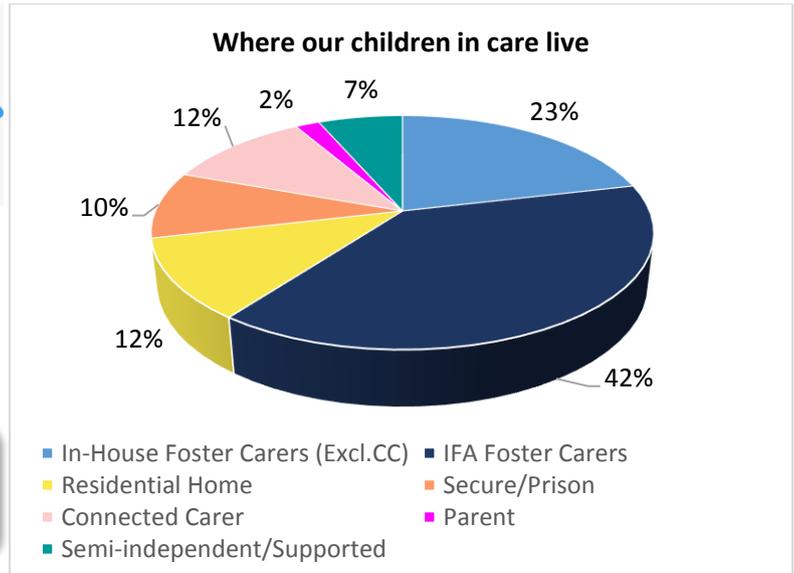
170 (36%) Living in Lewisham



96 (20%) Placed 20+ miles from home

7%
3+ placements

71%
In same placement 2+ years



575 CARE LEAVERS

413 With an allocated personal advisor & active pathway plan.

92% In suitable accommodation. Includes **18%** Staying Put with carers

266 Live in Lewisham

5. The impact of the Covid pandemic

- 5.1 Within weeks of the first lockdown Children’s Social Care had adjusted its ways of working, which have continued to alter throughout the pandemic. Our approach was to maintain the usual frequency of statutory activity, convert some face to face contact to ‘virtual’ for all but the most vulnerable. These were mostly children on child protection plans and particularly vulnerable children in care and care leavers. Systems for monitoring school attendance were established with the Education Service. Food parcels and laptops were distributed and financial assistance was provided to support foster carers and for care leavers.
- 5.2 Children’s Social Care has continued to operate out of Laurence House and visit families face to face throughout. During March -June, in accordance with government guidance to ‘stay at home’, approximately 70% of the workforce worked remotely. As lockdown eased through June –December 2020 most staff returned to the office part time in bubbles and 80% of visits were being carried out face to face. During the January – March 2021 lockdown we switched back, but have since resumed all face to face visiting and most statutory meetings continue to be a hybrid.
- 5.3 Through the pandemic we have experienced increased demand as a result of more acute need, added complexity and more seriousness of harm in families, particularly in relation to babies/infants, domestic abuse, parental mental health and substance misuse. Conversely, initially we saw a reduction in missing episodes and youth offending. In the first half of the year those subject to child protection plans and court

proceedings increased as we were less able to manage risk in the community. Some of our Care Leavers have been hit hardest by losing employment and experiencing increased isolation.

- 5.4 Some permanence planning for children in care slowed, because introduction meetings for potential adopters, carer assessments and rehabilitation home work all proved more difficult to undertake virtually with the same degree of quality. Consequently we believe more children have spent longer in the statutory system than we might ordinarily expect. This has also meant increased caseloads and additional financial pressure being placed on the directorate.

6. The Children's Social Care improvement journey

6.1 Leadership and management

The new Director of Children's Services started in June 2020. The Youth Offending Service moved from the Adults directorate to Children's, together with the Young Mayor's Team and a third division within the directorate, entitled Families, Quality & Commissioning will commence this autumn. This directorate will be leading on:

- Implementing the targeted Early Help and Family Thrive service and leading on the wider Prevention and Early Help strategy.
- Developing a more coordinated and targeted approach to working with adolescents, including those who are vulnerable to exploitation.
- Developing a wider approach to earlier emotional health and wellbeing support. The Mental Health in Schools team will be expanded in 2021/22.
- Increasing capacity for quality assurance, performance and policy development.

- 6.2 The programme to modernise our ICT systems, (LCS/EHM/ControCC) that started in 2019 has continued throughout 2020, this has contributed to a reduction in bureaucracy to create more time for direct work, but there is more to do. We have stable management in most parts of the service and we know from our staff feedback and Ofsted's report that practitioners feel their senior management team are visible, approachable and they feel supported by their managers and supervision is happening regularly.

6.3 Workforce and caseloads

There are 390 staff in Children's Social Care with an additional 18 in the Children with Complex Needs Service. Throughout 2020 we have worked on stabilising our workforce and we have nearly doubled the number of permanent appointments made. As at the end of March 2021 permanent staffing was up from 64% (2018) to 80%. Lewisham has the 12th highest retention rate in London.

- 6.4 A varied CPD programme has now been developed for 2021/21. In early 2020, alongside our Workforce Development Strategy, we launched our Practice Handbook, bringing together our vision, values and practice standards. An academy was launched with 25 NQ Social Workers joining in year one.

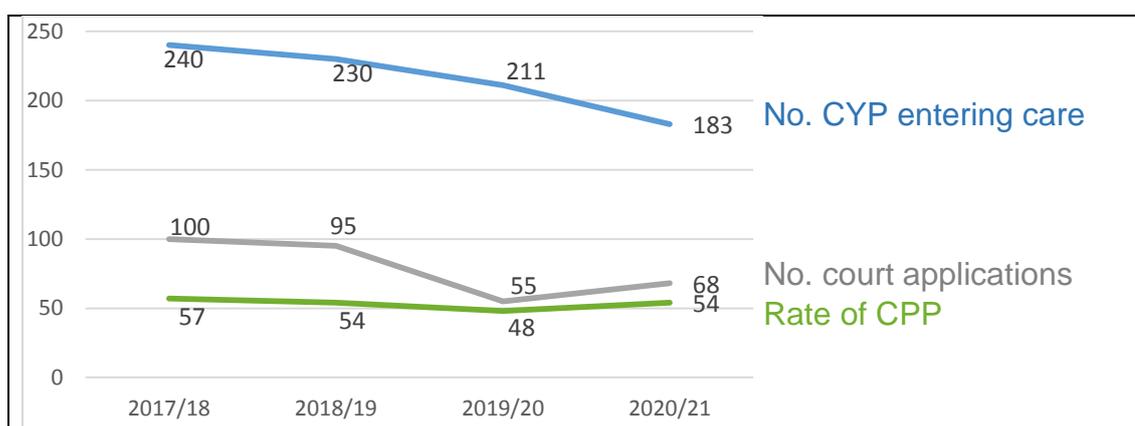
- 6.5 As a result of Covid, increased demand, slower throughput of cases, more serious and complex situations and the challenge of recruiting good agency staff, there has

been significant strain on workloads for all services at different points through the year. Many of our social workers have had caseloads above our guide numbers, additional staff have been temporarily added to alleviate the workload pressure, but this is impacting on our capacity to significantly improve quality as well as the increasing financial pressure.

6.6 Early Help and Safeguarding

In 2020/21, resources across the Early Help system were repurposed including new contracts for Youth Services and we have moved more resource into our new in house Family Thrive service and the Early Help Strategy plans to move towards a family hub approach. We still have more to do to ensure that families do not face a delay in receiving support, with demand still higher than capacity.

6.7 A Domestic Abuse Strategic Board has been established, a new strategy is currently being finalised and Lewisham successfully bid for innovation grants to strengthen Domestic Abuse services. Developments in the MASH have continued to maximise partnership working and there is consistently timely decision making (90% of contacts responded to in 1 day), with good threshold application.



6.8 Since early 2019, all decisions to bring a child into care have to be ratified at a weekly resources panel, chaired by the Operational Director. This has created consistency in decision making. Coupled with stronger management oversight and a sustained change in practice culture through the introduction of Signs of Safety, the rate of children in court and entering care has fallen, to become more comparable with other London Boroughs. However the overall net number of children in care has remained broadly the same for the last three years and is higher (r70) than our statistical neighbours (r64) largely due to the legacy of historical social work practice.

6.8 With developments to strengthen our ‘edge of care’ family support services, we aim to continue that downward trend to be within 130–150 per annum over the next three years. However, more capacity is needed to continue this trajectory. Through 2020 we remodelled our existing resources to create an enhanced Family Support Service, which is scheduled to go live in late 2021.

6.9 150 of our current children in care are aged 16 or 17, who will be exiting care at 18 years old. Therefore if current demand entering care does not increase, we forecast the net overall number of children in care to gradually fall over the next three years.

Conversely the net number of care leavers will increase over the same time period, before this too is likely to start reducing.

- 6.10 The Safe Space exploitation team and the recently established dedicated missing officers now have a better understanding of the profile of children and young people who go missing and are at risk of exploitation, but local intelligence still requires collation and analysis. Building on what we have learned so far, the LSCP exploitation strategy aims to better target multi-agency activity to this effect. Much more work is also required to strengthen our services for adolescents on the edge of care as a result of criminal, sexual exploitation and violence. This will be a priority for the incoming Director of Families, Quality & Commissioning.
- 6.11 Children in Care (Looked After) and Care Leavers
This year we have been developing our Corporate Parenting Strategy with six key aims to be the best corporate parents we can be and achieve our ambition to make sure every child has a positive care and post care experience. Throughout 2020 we have continued to see our children in care regularly whether face to face or virtually, 88% of visits and 96% of Review meetings have been carried out in timescale. For our Unaccompanied Asylum Seeking Children better utilisation of Home Office funding and also working closely with the Refugee Council, Red Cross and police and health colleagues means that our specialist team can provide enhanced support.
- 6.12 Despite the challenges, there was no drop in school attendance, fixed term exclusions did not increase (0.2%) and attainment remained above the national average, with more young people attending higher education. 96% of Review Health Assessments are held in time, but we still need to improve the timeliness of our Initial Health Assessments and Covid has impacted on dental examinations. In January 2020 we also contracted a new provider for Advocacy and Independent Visiting, which has improved uptake.
- 6.13 A focus on improving permanence planning is beginning to see better outcomes. The number of children who have care plans that involve being with family has doubled since last year. The expansion of our Special Guardianship team means we are now better placed to support such extended care arrangements.
- 6.14 Ofsted's focused visit on Children in Care provides more details of improvements in this area of the service - see Appendix 1.
- 6.15 After creating a dedicated Care Leaver Service in spring 2019 the teams have established themselves to deliver improvements in all aspects of performance. 145 of our care leavers are enrolled on the I-Aspire programme which aims to engage more young people in education training and employment. Covid impeded progress but some good outcomes have been achieved, 57% of our Care Leavers are in Education, Employment or Training (EET) an improvement on previous years, and comparable with other LA's but still below our aspirational target of >70%.

6.16 Overall despite the challenges, all key performance indicators have improved with the exception of the number of children in care in foster placements and our quality assurance indicates a positive trajectory with more practice judged as good or better and less inadequate practice compared to 2019, a 30% uplift in the last 12 months.

6.17 A Lewisham Internal Audit conducted in April 2021 on the improvement plan implementation found the following:

2. Assurance Opinion and Recommendations Made

Children’s Social Care (CSC) Improvement Progress has an assurance rating of Substantial.

No recommendations have been raised as part of the audit review.

6.18 Senior leaders recognise there is still much more to do to reach and sustain all our targets and the majority of practice continues to require improvement, however we have seen a steady positive shift in practice quality. Our key priorities for improvement for the next 12 months are as follows:

<p>FINANCE Embed new budgetary controls to manage within existing budgets.</p>	<p>INFRASTRUCTURE Reduce bureaucracy for more direct work with families.</p>	<p>EARLY HELP Implement strategy with continuum of services, through family hubs.</p>
<p>QUALITY ASSURANCE Embed management oversight & reflective supervision.</p>	<p>WORKFORCE DEVELOPMENT Deliver strategy for a permanent, skilled workforce.</p>	<p>PRACTICE STANDARDS Embed standards and Signs of Safety, strengthening practice and building a learning culture.</p>
<p>CHILDREN WITH ADDITIONAL NEEDS Implement SEND strategy, improve information sharing and multi-agency EHCPs</p>	<p>SUPPORTING FAMILIES Introduce our expanded Family Support Service and improve access to emotional health & wellbeing services.</p>	<p>DOMESTIC ABUSE Deliver strategy. Implement programmes of support and increase skills and confidence of staff.</p>
<p>SAFEGUARDING Continue to strengthen all core areas of practice.</p>	<p>EXPLOITATION & OFFENDING Deliver Exploitation Strategy and develop a wider targeted youth/adolescent service.</p>	<p>PERMANENCE PLANS Revise support for family based care, strengthen early permanence plans and life story work</p>
<p>PLACEMENT SUFFICIENCY Deliver Sufficiency Strategy, increase in-house carers. Achieve VFM placements and housing for Care Leavers</p>	<p>CORPORATE PARENTING Deliver the strategy’s pledge: Embedding Corporate Parenting across the whole Council.</p>	<p>GOOD TRANSITIONS Streamlined step up /down between services. Strengthen children’s to adults service transitions.</p>

7. Placements for children in care and care leaver accommodation

- 7.1 Children's Services are in the process of refreshing its Sufficiency Strategy which includes fostering recruitment and retention. With assistance from our Partners in Practice (LB Islington), a dedicated programme to review and re-shape our placement service to meet the challenges ahead is currently being scoped. To support this programme a new Sufficiency Board chaired by the Executive Director will start in September to oversee the delivery of the Sufficiency Strategy.
- 7.2 This report provides an overview of the actions we are taking to increase our placements sufficiency, which can be summarised by six key aims:
- Expanding the pool, diversity and resilience of our local in-house foster carers.
 - Improving our systems and support to enable more regulated family and friendship or kinship/connected care arrangements to provide permanence.
 - Getting better value, quality, flexibility and stability from our externally commissioned placements.
 - Ensuring the cost of placements for very complex children is proportionately shared between Children's Social Care, Health and Education Services.
 - Creating local residential provision for young people who are difficult to place.
 - Developing more cost effective accommodation options for 16/17 year olds and housing pathways for our care leavers.
- 7.3 Children in foster care
In England 72% of children in care live in foster placements, in Lewisham this is 75%, but only 23% live with Lewisham's in-house carers, as opposed to commissioned Independent Fostering Arrangements (IFA's). In well performing London Boroughs placements with in-house carers is nearer to 40%. Recruitment activity through 2018-20 to increase our pool of in-house carers had limited success and simultaneously existing carer capacity was lost, usually for positive reasons i.e. becoming special guardians, but this meant we had no net gain of carers. Lewisham currently has 88 approved in-house Foster Carers with the capacity to care for 175 children.
- 7.4 Lewisham relies heavily on IFA placements. There are not necessarily differences in the quality of foster placements provided by IFA's; we have some very good partnership arrangements with local IFA agencies and many of the IFA carers live in Lewisham. A key benefit of having children with in-house carers is that they are more closely connected to the service, with closer relationships to our fostering supervising social work team. But the most significant factor is cost, the average cost of an IFA is significantly more expensive than an in-house carer.
- 7.5 Location of placements and placement stability
Nationally 73% of children in care are placed within 20 miles of their home and 58% are placed in their Borough/Council. 79% of Lewisham's CLA are within 20 miles of their family, but 66% are not in Lewisham, which is not atypical of London Boroughs. The number of CLA being placed 'at a distance' has been slowly increasing due to the difficulty of finding more local placements.
- 7.6 Lewisham compares well to other London Boroughs and has not been significantly impacted by Covid, 72% of our long term placements have been stable for at least

two years and only 8% of CLA have had multiple placements. This is a positive aspect of our placement sufficiency and we aim to maintain good performance.

7.7 Our aim is for more children to be placed closer to home, so that more children with complex needs can live with foster carers. In doing this we will need to maintain good placement stability while improving the care experience for children. Our foster carer recruitment and retention strategy is being redrafted, including exploring different approaches to attracting and retaining carers. Our target is an annual net gain of 20 carers per year over the next three years, who provide respite care, and parent/baby placements. To achieve this, a more varied marketing approach using different platforms to is required. This will include:

- A multi-channel marketing and publicity plan will be built upon to reach key audiences. This will include some partnership working where possible with local businesses, community groups as well as schools
- Utilising existing carers as advocates at information events.
- Increasing our online presence through social and digital media
- Re-launching the foster carer referral scheme for existing foster carers and council staff with an increased reward of £1000.
- To equip our carers to better manage children with complex and/or challenging behaviours we have an improved training programme and introduced therapeutic support to our carers to prevent breakdowns in placements.

7.8 Permanence is the term used to describe the long term care plan for where the child will live through their minority. Permanence planning should start at the point a child enters care and be regularly reviewed until they are either rehabilitated home, adopted, matched with long term foster carers or transitioned into a special guardianship arrangement. New monitoring arrangements have been introduced to ensure permanence plans are now in place early, to move children into permanent arrangements (and out of the care system) as soon as possible.

7.9 We are developing more support for Special Guardians (SG), that includes family and friend connected carers as well as foster carers. We expanded the SG service in March 2020 who can now support all our SG carers with training and therapeutic intervention. We have also re-written our financial entitlements policy for SG and connected carers, together these measures enable more children to remain within their extended network. 46% of children in care now have permanency plans that involve being with family, compared to 24% in January 2020 and those placed in Connected Carer arrangements (with Friends and Family) has increased.

7.10 Children in residential homes and secure units

One of the biggest challenges facing Children's Services nationally has been the shortage of good quality and good value placements. 12% of our children in care are placed in residential homes, which is in line with the national average and we do not expect to see the percentage in residential care significantly fall. By reducing the numbers entering care it means that those in the care system are the most vulnerable and increasing complex. Some of our young people present danger to foster carers, such as connection to gangs, serious violence, criminal and sexual exploitation. A third of those in residential placements have complex additional needs and disabilities.

- 7.11 In the most exceptional circumstances some children are placed in secure children's homes (SCH). SCHs are specialist placements authorised to care for children aged between 10 and 17 in a secured environment. This includes both 'justice' children who have been sentenced or remanded by a criminal court and 'welfare' children by a family court because they are a risk to themselves or others and have a history of absconding. A common factor shared by children in SCHs is a very high level of vulnerability. Their complex needs can include: speech and language problems; physical and learning disability; severe trauma; mental health issues and behavioural disorders such as ADHD.
- 7.12 Of the 13 SCHs operating in England at March 2019, providing a total 206 beds, 6 take only welfare children; 2 only justice children and the other 5 are mixed. SCHs lack sufficient capacity to provide a place for all young people referred to them for welfare reasons. Nevertheless, the Local Authority still needs to find a placement. In order to achieve this Deprivation of Liberty Orders (DOLs) are sometimes used as an alternative, to ensure that a child is both under continuous supervision and control and is not free to leave the home. The Local Authority need to make an application to the Family Court and must meet the same criteria as is used when applying for a secure accommodation order. On the 6th August 2021 The Supreme Court voiced its 'deep anxiety' over the ongoing shortage of secure accommodation for children and stated that the use of DOLs is an *"imperfect stop gap, and not a long term solution."*
- 7.13 Once the decision has been made to apply to the courts for a DOLs the second problem that Local Authorities are faced with is finding a regulated placement that will accept a child who is subject to a DOLs. The demand for regulated placements is extremely high and this can mean that the child will be placed in a solo placement which are very expensive, have to be set up at short notice and are often unregulated.
- 7.14 At any one time Lewisham usually has just one or two young people placed in secure accommodation on welfare grounds and a similar number placed with DOL's. These children are exceptionally difficult to place.
- 7.15 In 2020 we refreshed our approach to monitoring high cost placements. The Executive Director now chairs a monthly panel scrutinising arrangements for residential placements. This has provided robust oversight of spend and improved placement planning.
- Since late 2020 the Lewisham place based commissioners of the SE London CCG are represented at placement panel, which identifies contributions for specific health needs in care placements, resulting in increased costs being shared across the three key partners. In 2020 the contributions from the CCG for placements was £1,014,579; current projections for 2021 are £1,052,540.
 - Historically due to a lack of effective reporting systems and business support capacity, Children's Services had not been claiming all the grants it was entitled to for each UASC. This year, a programme to recover unclaimed grants and put in mechanisms to ensure grants are claimed correctly has been introduced.
 - We are currently planning the remodelling of our placements service to improve our commissioning arrangements and better utilise existing consortiums. We are part of the South London Consortium where alongside 8 other boroughs placements are procured through a unified process. This ensures quality and

value for money, through the consortium we are better able to manage costs through maximising our purchasing power.

- The financial system that assists to monitor placement costs (ControCC) has been re-designed and mapped against all new cost centres, this is connected to LCS (Children's database) and Oracle. A placements tracker was created to monitor all our placement arrangements and associated costs and to ensure no providers were being paid after placements had ceased.

7.16 Unregulated placements

Under the Care Standards Act (2000), services that provide both care and accommodation for young people under the age of 18 are required to register with Ofsted. Provision for children in care that is not required to register with Ofsted (unregulated provision) includes accommodation for children (usually over the age of 16) who need support to live semi-independently rather than full-time care.

- 7.17 The majority of semi-independent/supported housing placements are not regulated in the same way as children's homes. Poor outcomes for young people in unregulated placements has received considerable attention of late and as of September 2021, it will not be legal to place a child under the age of 16 in an unregulated placement. There is also a national debate taking place about whether all placements for children under 18 should be regulated. In February 2020 Ofsted published a research report on unregulated and unregistered provision. They reported:

"...the growth in the use of unregulated and unregistered provision for children with complex needs and/or challenging behaviour is being driven by two interrelated factors. The first is that demand for registered places is currently outstripping supply. This is consistent with indications from Ofsted that supply is not keeping pace with demand (Cowen and Rowe, 2018) ...The second factor ... is that registered children's homes are becoming increasingly reluctant to accept children with highly complex needs and challenging behaviours..."

- 7.18 Lewisham has to use unregulated placements for specific young people where it has not been possible to identify a regulated placement. For example, we are supporting a young person under the age of 16 who has a very complex history and for whom, after an unsuccessful search of over 200 placements, Lewisham had to create a bespoke arrangement. Placing a child under 16 in an unregulated provision is never a choice, it arises because of a lack of placements, but whenever we do so we must ensure that the care arrangements are safe and secure. For this particular young person, they have a comprehensive care package and have been doing better in the current arrangement than in any previous regulated establishment.

- 7.19 In February 2021 the Government set out regulations to prohibit the placement of under 16s in unregulated placements. On the 26th July 2021 they launched a capital investment bidding round of £19.5m in match funding to support local authorities to increase their own residential provision. Lewisham want to take full advantage of this match funding to provide regulated solo placements for children who are subject to a DOLs. We are currently working with an independent provider to develop a bid which if successful will provide two solo placements for this particular cohort. This will significantly reduce the high costs associated with these emergency placements (average £9000 a week) and will also improve the quality of the care provided.

7.20 Semi Independent Provision

This is accommodation where children usually aged 16 or 17 receive support as they move towards independence. Supported living is not regulated by Ofsted. These placements form a vital part of the care system in meeting the needs of older children who are ready to live with an increased level of independence. These placements are visited by our commissioning services on an annual basis to ensure that they meet the required standards. The children continue to have an allocated social worker who visits at a minimum of every six weeks. They have a pathway plan which is reviewed by an Independent Reviewing Officer every six months, a minimum of five hours a week key worker support and at the age of 17 and a half they are also allocated a Personal Advisor.

7.21 Staying put

Statutory guidance on Staying Put was published in May 2013. The intention of this approach is to ensure that young people can remain with their former foster carer/s until they are prepared for adulthood, and experience a transition akin to their peers, avoiding social exclusion and reducing the likelihood of subsequent housing and tenancy breakdown. In Lewisham we have 70 young people 'staying put'. 21 of these young people are placed with our in-house foster carers. This is a great outcome for the young people and as part of our Corporate Parenting Strategy we aim to increase the number of young people Staying Put. It does however mean a net loss of 15 in-house foster carers who might otherwise care for children in care.

7.22 Supported Lodgings

The Children Leaving Care Act 2000 provides the legal framework for establishing Supported Lodgings Schemes. In some ways this is similar to fostering, but is intended to meet the needs of young people over 16, with the focus being more on living an independent life, but having some emotional support available when needed. The expectation is that providers commit to providing a minimum of 10 hours per week on independence skills. Currently, Lewisham has 21 supported lodgings provider households (up from 14 in 2020/21) who have a total of 27 spaces for young people. Also, there are 12 applicants being assessed. The ambition is to expand the scheme by 10 providers' year on year.

7.23 Working closely with Housing, Children's Social Care has been developing alternative, lower cost, high quality housing provision that meets the needs of our young people. This includes:

- Ring fencing 35 places on the Young Person's Supported Housing Pathway
- Expanding Care Leavers provision on the Young Person's Supported Housing pathway by an additional 20 places
- Piloting the use of non-commissioned providers of Care Leaver provision – 12 places initially, growing provision slowly year on year
- Expansion of Supported Lodgings by 6 places year on year
- Plans to refurbish two council properties by partnering with a registered provider to deliver support and accommodation for 8 Care Leavers and 5 places for 16 & 17 year old children in care.

7.24 The above initiatives on care leaver accommodation are expected to lead to a large reduction in the use of semi-independent provision and reduce spend of up to £3m by the end of 2023/24.

8. Children's Social Care Budget

8.1 The financial position of Children's Social Care is set out below. The relative costs per week of different forms of care provision are provided in the table below which provides the current average cost for each form of accommodation.

In-house foster care	SG carer	IFA	Residential	Secure and/or complex DOLs/ bespoke placement	Semi-independent accommodation	Supported Lodgings
£400	£190	£1,000	£4,500	£6,500	£1,500	£240

8.2 In 2019/20 the Children's Social Care budget was set at £41.5m. Against this budget the service spend was reported at £45.8m, reflecting an overspend position of £4.3m. It should be noted that in addition to the £41.5m budget an additional £7m was made available from the Councils Corporate Resources to support the expected demand position.

8.3 For 2020/21 the budget was set at a net £41.1m with a continuation of £7m support from the Councils Corporate Resources plus a further £1.2m to support increase demand in respect of placements and other demand led costs such as other care costs and legal costs, previously offset by underspends in the Nil resources to public funds budget.

8.4 At the end of 2020/21 CSC reported an overspend of £3.5m after adjusting for Covid related costs. The overspend solely within the placements budget and represented a £0.8m improvement on the previous year.

Children's Social Care Outturn Position for 2020/21

Net budget 2020/21	Final Outturn 2020/21	Final Outturn Variance (Under) Spend 2020/21	Final Outturn Covid-19 related Variance 2020/21	Final Outturn Non Covid-19 related Variance 2020/21
£m	£m	£m	£m	£m
41.1	48.8	7.7	3.5	4.2

8.5 The management action to strengthen and formalise systems included the following:

- Review of finance system (ContrOCC), to ensure improved performance management information was able to monitor financial pressures and bring action in place quickly to address it
- Review and re-alignment of historic budget and coding structures including budget holder responsibility

- Implementation of a placements tracker to facilitate data capture and reconciliation with sub-systems e.g Controc, Oracle etc. This also ensured that we didn't continue to pay for a placement after it had ceased and movements of children across placements was linked to procurement and contract management decisions
- Fortnightly high cost placement panel review meetings –attended by various stakeholders including Health, Housing, SEN etc. The meetings are chaired by the Executive Director of CYP and provided a strong forum for review of high cost placements including review of partner funding.
- A joint programme with Housing to provide suitable accommodation for young people who become homeless and care leavers. Actions currently underway will also lead to reductions in spend in future years as investment is made in more appropriate accommodation and new joint protocols to support this
- Working with young people and external providers to ensure that the fee structure for housing young people over the age of 18 includes maximisation of income from housing benefits.
- Improve data capture and timely submissions to the Home Office to maximise income from a grant that supports children and young people who are unaccompanied asylum seekers
- Improving recruitment and retention process for social workers thereby reducing dependency on agency workers which are more expensive
- Focus on effective commissioning to drive down average costs of placements, this includes working with the South London Consortium to agree best price structure.
- Building new early help and prevention services that support children earlier on.
- Developing clear strategies and priorities, including a Prevention & Early Help Strategy, a refreshed Childcare Sufficiency Strategy, a Corporate Parenting Strategy and an Asset Management Strategy.

8.6 2021/22 and future years

The table below shows the general fund available to CYP and includes additional CSC grant and continuation of funding from the corporate resources reserves. As part of the Medium term planning process (and including as part of the councils overall savings target, there continues to be an understanding that CYP may overspend by a maximum value of £4m. The expectation is that the service will achieve the overall savings targets and demand led savings to progress towards a balanced budget position in future years.

CSC Budget 2021/22	£m
2020/21 General Fund	41.1
Savings	(0.7)
Pressures	0.41
	40.8
Corporate funding including CSC grant	7.9
Total Funding for CSC from LB	48.7

- 8.7 In addition the service is expected to continue reducing overspend by £2.875m. Whilst the service continues to embed changes there is a recognition that CSC could potentially overspend by 2021/22 by up to of £4m this has been taken into consideration when setting the Councils overall medium term financial strategy.
- 8.8 There are risks attached with the above illustration including:
- **Increase in demand.** There are various reasons that may increase demand for services provided including the socio-economic position within the borough with the potential for increased family breakdown.
 - **Local or National Policy** Potential impact of changes in either, for example the potential impact of the DfE drive towards schools converting to academy status
 - **Recruitment and retention issues** (including skills shortage resulting in upward pressure on costs).
 - **Price increases** including inflation, supply and demand variations.
 - **Changes in funding** that support the spend areas for CYP including the Social Care Grant, Dedicated Schools Grant, Troubled Families Grant, UASC grant, health funding etc.

9. Financial Implications

- 9.1 There are no direct financial implications arising from this report. This report recognises the work CSC is undertaking to reduce the pressure on the CSC overall budget position. The MTFFS recognises that 2021/22 could potentially see an overspend of upto £4m. Actions noted in this report are intended to support a overall balanced position going forward. The report does however note potential risks, including demand and price variation.

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31 August 2021

Pinaki Ghoshal
Executive Director for Children and Young People
London Borough of Lewisham
1st Floor, Laurence House
Catford Road
London
SE6 4RU

Dear Pinaki

Focused visit to the London Borough of Lewisham's children's services

Her Majesty's Chief Inspector of Education, Children's Services and Skills is leading Ofsted's work into how England's social care system has delivered child-centred practice and care within the context of the restrictions placed on society during the COVID-19 (coronavirus) pandemic.

This letter summarises the findings of a focused visit to Lewisham children's services on 21 and 22 July 2021. Her Majesty's Inspectors for this visit were Tara Geere and Kendra Bell. Inspectors looked at the local authority's arrangements for children in care.

This visit was carried out in line with the inspection of local authority children's services (ILACS) framework. However, the delivery model was adapted to reflect the COVID-19 context. The lead inspector and the director of children's services agreed arrangements to deliver this visit effectively while working within national and local guidelines for responding to COVID-19. Inspectors were on site for the entire visit and used video calls for some discussions with local authority staff, managers, leaders and partner agencies.

Headline findings

Since the previous inspection of 2019, and despite the significant impact of the COVID-19 pandemic in Lewisham, the senior leadership team has improved and strengthened services for children in care. Leaders know the service well. They have a clear understanding of areas for development that are being appropriately addressed. The appointment of an experienced director of children's services is supporting these improvements. Leaders recognise that more work is required to further embed good practice. This includes the consistent use of the social work

practice model, to ensure that children in care are able to live in homes that meet their individual needs and have a positive impact on their lives.

What needs to improve in this area of social work practice

- The quality of children's plans, pathway plans and review letters to children, to include child-friendly language.
- Placement sufficiency, to ensure the range and choice of suitable homes for children.
- Consultation and notification to host authorities of children placed at a distance.
- Case recording of visits, supervision and rationale for decision-making and the matching of placements.
- The timeliness of initial health assessments and personal education plan meetings.

Main findings

Senior leaders and partner agencies have worked well together to deliver an effective response to mitigate the impact of the pandemic in Lewisham. The local community has been significantly affected by the pandemic. Tragically, there have been over 600 deaths, which includes a number of Lewisham council staff. There has been a significant increase in the use of food banks and adults claiming out-of-work benefits. Despite the ongoing pressures this has put on services, leaders have continued to prioritise improvements to children's services, underpinned by corporate and political support.

When children cannot live with their families, authoritative action is taken to protect and safeguard them. There is robust use of the Public Law Outline. This finding was triangulated during this visit from conversations with the Children and Family Court Advisory and Support Service (Cafcass) and the judiciary.

The majority of children live in homes that meet their individual needs. Children who spoke to inspectors during the visit said that they feel valued by their carers and are being well supported. Leaders have rightly identified that placement sufficiency is an area for improvement. A small number of children have had to move home too many times. The executive director for children and young people is personally leading the work on addressing these issues, including reviewing the sufficiency strategy and chairing the placement review panel. A new assistant director post has been created to enable more leadership capacity. This post will provide oversight of quality assurance and commissioning to increase the range of placements available, including the number of in-house fostering placements.

The rationale for placement matching and for decisions to move children into unregulated provision is understood by staff and managers, although this is not consistently recorded on children's records. When bespoke arrangements are put in place to support children, or court delays have had an impact on children moving to

permanent arrangements, management oversight and planning have increased. This has supported children in these arrangements more effectively. The local authority is working with providers and Ofsted to register unregistered provision that has been sourced for children.

Leaders have recently strengthened notifications to host authorities where children are placed at a distance. When children move to live outside the borough, placements are not routinely informed by consultations with host authorities. This can have an impact on the timeliness of children receiving services to meet their needs, such as child and adolescent mental health services (CAMHS). Further work is required to ensure that notification letters explain how the placement will meet the child's needs, with up-to-date details on health, CAMHS and education.

Leaders have made improvements to care planning for children in care. There is still further work to do, to ensure that the language used in plans and review letters is child friendly and that actions are specific and time bound.

Social workers know their children well. They are passionate advocates for them. Workers use a range of techniques and communication methods to support children to voice their wishes and feelings. This was clearly demonstrated in the children with disabilities team. Children are regularly visited. During the pandemic, workers used a combination of video, telephone calls and virtual meetings to maintain contact with children and engage with them, although written records do not always do justice to the purposeful work that is undertaken. When required, there is appropriate use of translators to support children's engagement in planning and to safeguard them when spending time with their families.

An increasing number of children benefit from advocacy to help them to share their views and opinions in a range of meetings. This is supported by independent reviewing officers (IROs) meeting with children before their reviews to ascertain their views. IROs provide effective oversight of children's planning at timely reviews. Minutes of reviews are now written to children in the form of letters, although they do not consistently use child-friendly language.

Leaders have strengthened corporate parenting arrangements since the last inspection. Children have co-produced the children in care charter and regularly attend corporate parenting board meetings.

Senior leaders demonstrate a clear focus on hearing the voices of children to develop and improve services. The children in care council has continued to meet virtually throughout the pandemic. The children have participated in a range of activities, consultations and celebration events, with senior leaders attending some meetings to hear their views at first hand.

Lewisham has supported the accommodation of unaccompanied asylum-seeking children from other local authorities under transfer arrangements. These children

benefit from the work of knowledgeable workers to ensure that their individual needs are assessed and responded to effectively.

When children go missing, they are offered return home interviews, although these are not consistently timely. Not all children take up the offer; this can limit professionals' understanding of the push and pull factors for these children and inhibit the effectiveness of safety planning.

Despite the difficulties caused by the pandemic, review health assessments have continued to focus on improving the physical and emotional health outcomes of children in care. Some children experience delays in initial health assessments caused by consent issues. Children are supported by a wide range of agencies to address their individual health needs including CAMHS, drug and alcohol services and specialist provision for disabled children.

Leaders of the virtual school acted swiftly at the start of the pandemic to work with other school leaders to keep vulnerable pupils safe. School attendance for children in care has been closely monitored and has not been adversely affected by the pandemic. The virtual school service has further supported children's education attainment through the use of additional tuition and distribution of laptops. However, not all children benefit from the targeted support offered by regular oversight of personal education planning.

Senior leaders are focused on improving the stability of the workforce. The proportion of permanent social workers and managers has increased in the last year. Staff talk positively about their manageable caseloads, regular supervision, team meetings and access to a range of training, including the social work model of practice. However, supervision recording is not consistently evidencing the reflective conversations and actions are not always specific or time bound. Staff morale is high. Workers report feeling supported by visible and approachable managers and senior leaders through the challenges of the pandemic and the good support they received with home-working arrangements.

Ofsted will take the findings from this focused visit into account when planning your next inspection or visit.

Yours sincerely

Tara Geere
Her Majesty's Inspector



Children and Young People Select Committee

Report title: Select Committee Work Programme Report

Date: 22 September 2021

Key decision: No.

Class: Part 1

Ward(s) affected: Not applicable

Contributors: Scrutiny Manager

Outline and recommendations

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

The Committee is asked to:

- To review the work programme attached at Appendix B.
- To consider the items for the next meeting and specify the information required.
- To review the forward plan of key decisions at Appendix E to consider whether there are any items for further scrutiny.

Timeline of decision-making

CYPSC Work Programme 2021/22 – draft agreed on 17.06.21

CYPSC Work Programme 2021/22 – agreed by Business Panel 20.07.21

1. Summary

- 1.1. The committee proposed a draft work programme at the beginning of the municipal year. This was considered alongside the draft work programmes of the other select committees and agreed by Business Panel on 20 July 2021.
- 1.2. The work programme should be reviewed at each meeting to take account of changing priorities.

2. Recommendations

- 2.1. The Committee is asked to:
 - To review the work programme attached at Appendix B.
 - Consider the items for the next meeting and specify what evidence is required, including being clear about the information the committee wishes to be included in officer reports.
 - To review the forward plan of key decisions at Appendix E to consider whether there are any items for further scrutiny.

3. Work Programming

- 3.1. When reviewing the work programme the Committee should consider the following:
- 3.2. The Committee's terms of reference (Appendix A). The Committee's areas of responsibility, include, but are not limited to:
 - Schools and related services
 - Children's Social Care
 - Transition for care leavers
 - Youth services
 - SEND provision for children and young people up to age 25
- 3.3. Whether any urgent issues have arisen that require scrutiny. If so, consider to the prioritisation process (Appendix C) and the Effective Scrutiny Guidelines (Appendix D)
- 3.4. Whether a committee meeting is the most effective forum for scrutinising the issue. For example, would a briefing be more appropriate?
- 3.5. Whether there is capacity to consider the item - could any work programme items be removed or rescheduled?
- 3.6. Whether the item links to the priorities set out in the [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.

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[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

- 3.7. The committee should also note and take into account the four strategic themes of the borough's Covid-19 recovery plan, **Future Lewisham**, which support what we want for every single resident and that we know are what we need to focus on locally:

3.8. **An economically sound future**

We are working to get the borough back in business, with a future where everyone has the jobs and skills they need to get the best that London has to offer.

We are a borough with businesses that are adaptable and prepared for change, a thriving local economy that sees 'local' as the first and best choice, with digital inclusion at the heart of our plans. We do all we can to support residents into jobs that pay fairly and provide families with the opportunities and security they deserve.

3.9. **A healthy and well future**

Good health and wellbeing should be something we can all depend on, something that is equally accessible to everyone.

We know this is much wider than 'medicine' and the NHS. Our health and well-being is also dependent on our housing, the air we breathe, our support networks and more. We will make sure to pay as much attention and invest as much effort into improving these wider factors and taking action on inequality at every turn. Rectifying health inequalities and developing good mental health & wellbeing for everyone drives what we do.

3.10. **A greener future**

Our next steps will be our greenest yet, continuing our efforts to preserve our climate for future generations and ensuring everyone can enjoy the place we call home.

We will capture and build on the best of what we saw from the increase in walking and cycling locally, and all the other ways our environment benefitted from behaviour changes over the last year. We will nurture and protect the place we call home so that we can continue to appreciate its benefits for generations to come.

3.11. **A future we all have a part in**

We work together as one borough, within our communities and identities, to harness the power of volunteering and community spirit that has helped get us through the last year.

We will work alongside our strongest asset – our community – to strengthen and enhance our borough for everyone. We achieve more together and being connected and taking an active role in our borough benefits us all. Our year as Borough of Culture 2022 will be Lewisham's best year yet, celebrating our fantastic part of London and providing opportunities for everyone to connect and get involved in our local community.

- 3.12. The committee is recommended to schedule **two substantive items per meeting**, leaving space available for Mayor & Cabinet responses and other urgent business as the need arises throughout the year.

- 3.13. Provision is made for meetings to last for up to 2.5 hours, but the committee should aim to **manage its business within 2 hours**. In exceptional cases the committee may decide to suspend standing orders and extend the meeting for a further 30 minutes to conclude any urgent business.

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4. The next meeting

- 4.1. The following items are scheduled for the next meeting. For each item, the Committee should clearly define the information and analysis it wishes to see in officer reports.
- 4.2. The Committee should also consider whether to invite any expert witnesses to provide evidence, and whether site visits or engagement would assist the the effective scrutiny of the item.

Agenda Item	Information and analysis required	Review type	Corporate Priority
Elective Home Education		standard item	CP3 & CP5
School places planning and children going out of borough		standard item	CP3 & CP5
Play Strategy		policy development	CP3 & CP5

5. Scrutiny between meetings

- 5.1. Below is a tracker of scrutiny activity, including briefings, visits and engagement, that has taken place outside of the committee meetings.

Agenda Item	Date due	Outcome	Corporate Priority
Safeguarding annual report (formerly LSCB)	June 2021	Received and noted	CP3 & CP5

6. Referrals

- 6.1. Below is a tracker of the referrals the committee has made in this municipal year.

Referral title	Date of referral	Date considered by Mayor & Cabinet	Response due at Mayor & Cabinet	Response due at committee

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7. Financial implications

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

8. Legal implications

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

9. Equalities implications

- 9.1. Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 9.2. The Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
 - advance equality of opportunity between people who share a protected characteristic and those who do not.
 - foster good relations between people who share a protected characteristic and those who do not.
- 9.3. There may be equalities implications arising from items on the work programme and all activities undertaken by the Select Committee will need to give due consideration to this.

10. Climate change and environmental implications

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

11. Crime and disorder implications

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

12. Health and wellbeing implications

- 12.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report. Items on the Committee’s work programme may

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have health and wellbeing implications and these will need to be considered as part of the reports on those items.

13. Report author and contact

If you have any questions about this report please contact: Charlotte Dale, 020 8314 8286 charlotte.dale@lewisham.gov.uk

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14. Appendix A - Children & Young People Select Committee Terms of Reference

- 14.1. 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:-

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

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.

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.

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.

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.

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.

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
- Transitional services for those leaving care
- Other matters relating to children and young people

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

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.

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.

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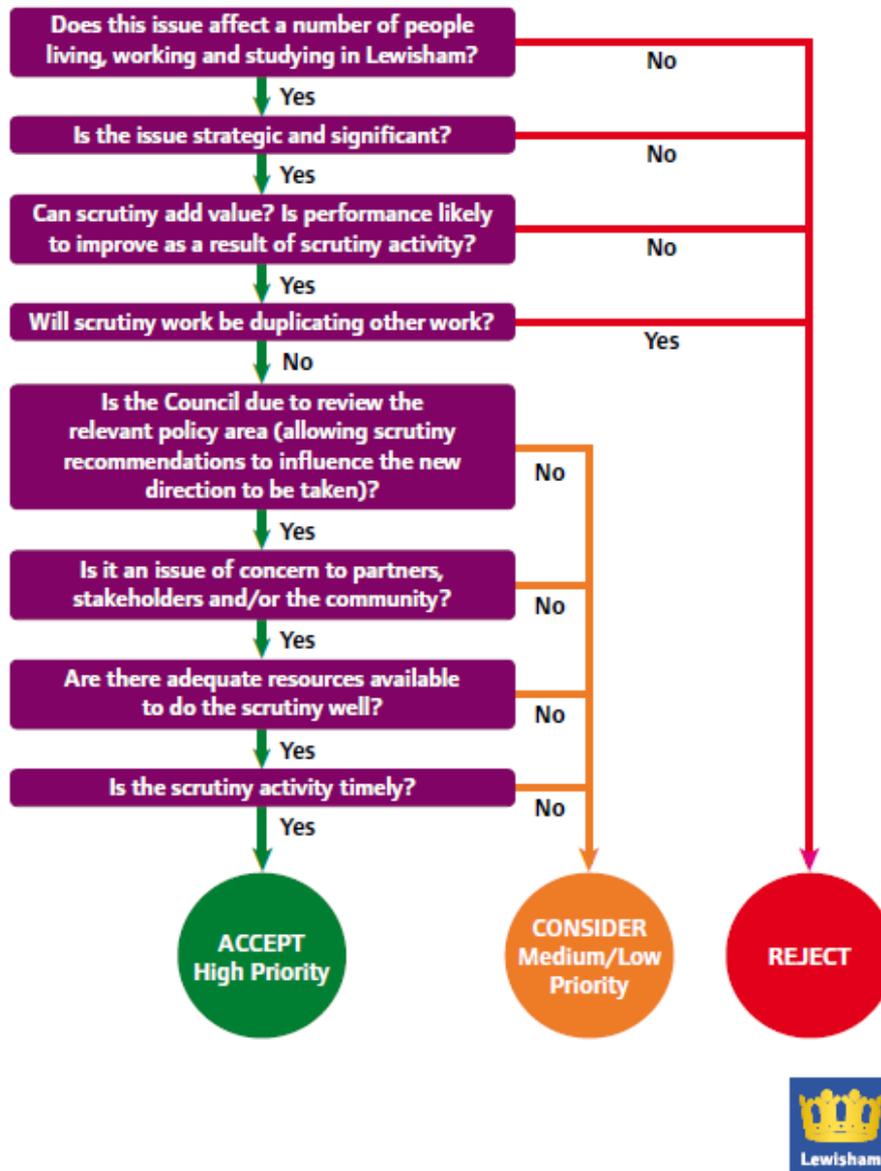
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Appendix C

The flowchart below is designed to help Members decide which items should be added to the work programme. It is important to focus on areas where the Committee will influence decision-making.

Scrutiny work programme – prioritisation process



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Effective Scrutiny Guidelines

At Lewisham we:

1. Prioritise

It is more effective to look at a small number of key issues in an in-depth way, than skim the surface of everything falling within scrutiny's remit. We try to focus on issues of concern to the community and/or matters that are linked to our corporate priorities. We only add items to the work programme if we are certain our consideration of the matter will make a real and tangible difference.

2. Are independent

Scrutiny is led by Scrutiny Members. Scrutiny Members are in charge of the work programme and, for every item, we specify what evidence we require and what information we would like to see in any officer reports that are prepared. We are not whipped by our political party or unduly influenced by the Cabinet or senior officers.

3. Work collectively

If we collectively agree in advance what we want to achieve in relation to each item under consideration, including what the key lines of enquiry should be, we can work as a team to question witnesses and ensure that all the required evidence is gathered. Scrutiny is impartial and the scrutiny process should be free from political point scoring and not used to further party political objectives.

4. Engage

Involving residents helps scrutiny access a wider range of ideas and knowledge, listen to a broader range of voices and better understand the opinions of residents and service users. Engagement helps ensure that recommendations result in residents' wants and needs being more effectively met.

5. Make SMART evidence-based recommendations

We make recommendations that are based on solid, triangulated evidence – where a variety of sources of evidence point to a change in practice that will positively alter outcomes. We recognise that recommendations are more powerful if they are:

- Specific (simple, sensible, significant).
- Measurable (meaningful, motivating).
- Achievable (agreed, attainable).
- Relevant (reasonable, realistic and resourced, results-based).
- Time bound (time-based, time limited, time/cost limited, timely, time-sensitive).

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FORWARD PLAN OF KEY DECISIONS

Forward Plan September 2021 - December 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
August 2021	Procurement of Lewisham Advocacy Hub	14/09/21 Mayor and Cabinet	Polly Pascoe, Integrated Commissioning Manager and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
April 2021	Reginald Road Land Assembly parts 1 & 2	14/09/21 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Main Grants Programme 2022-25	14/09/21 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Kim Powell, Cabinet member for Business and Community Wealth Building		
August 2021	NCIL ward proposals	14/09/21 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Cockpit Arts Deptford Redevelopment	14/09/21 Mayor and Cabinet	Karen Fiagbe, Economy, Jobs and Partnerships Manger and Councillor Kim Powell, Cabinet member for Business and Community Wealth Building		

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 2021	Novation of Stock Transfer Agreement for Grove Park between L&Q and Phoenix	14/09/21 Mayor and Cabinet	Fenella Beckman, Director of Housing and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Adult Social Care service-wide review	14/09/21 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
August 2021	Green and Resilient Spaces Fund - Permission to Bid	28/09/21 Executive Director for Housing, Regeneration & Environment	Adam Platts, Project Manager and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
August 2021	Procurement Lewisham Appropriate Adult Service for Vulnerable Adults	28/09/21 Executive Director for Community Services	Polly Pascoe, Integrated Commissioning Manager and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
August 2021	Extentsion of New Hope Mental Health Supported Housing Project	28/09/21 Executive Director for Community Services	Polly Pascoe, Integrated Commissioning Manager and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
August 2021	Contract Award Public Sector Decarbonisation Scheme	28/09/21 Executive Director	Lemuel Dickie-Johnson, Project Manager Capital		

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
	works Dalmain Primary School	for Corporate Services	Delivery Programme and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
August 2021	Contract Award Public Sector Decarbonisation Scheme works at Donderry Primary School	28/09/21 Executive Director for Corporate Services	Lemuel Dickie-Johnson, Project Manager Capital Delivery Programme and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
August 2021	Morton House works contract award	28/09/21 Executive Director for Housing, Regeneration & Environment	Iqbal Iffat, Project Manager Capital Programme Delivery and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Approval CRPL Business Plan for 2020 -2023	29/09/21 Council	Kplom Lotsu, SGM Capital Programmes and Councillor Paul Bell, Cabinet Member for Housing & Planning		
	Statement of Council Accounts 2020-21	29/09/21 Council	Kathy Freeman, Executive Director for Corporate Resources 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
August 2021	Procurement of Housing Management System and implementation of a Customer Relationship Management System	06/10/21 Mayor and Cabinet	Jamie Parris, IT Procurement Specialist and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2021	New Parking Enforcement arrangements on Lewisham Homes and RB3 managed Housing Estates - outcome of Section 105 consultation	06/10/21 Mayor and Cabinet	Ella McCarthy, Housing Partnership and Insight Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Broadway Theatre Principle Contractor award contract delegation of authority (Part 1 and 2)	06/10/21 Mayor and Cabinet	Petra Marshall, Community Resources Manager and Councillor Andre Bourne, Cabinet member for Culture		
August 2021	Leisure Management Arrangements	06/10/21 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Andre Bourne, Cabinet member for Culture		
December 2020	Approval of a new Housing Allocations Scheme'	06/10/21 Mayor and Cabinet	Michael Moncrieff, Housing Policy & Partnerships Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
November 2019	Approval to appoint operator for concessions contract at the	06/10/21 Mayor and Cabinet	Gavin Plaskitt, Programme Manager and		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	lake, Beckenham Place Park		Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (on parental leave)		
June 2021	Catford Regeneration Programme - Update & Next Steps	06/10/21 Mayor and Cabinet	Sandra Plummer, Senior Project Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Domestic Abuse and Violence against Women and Girls Strategy	06/10/21 Mayor and Cabinet	Emily Newell, Joint Commissioner 0-19 Health and Maternity and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Safer Communities		
August 2021	Approval to consult on the A21 Framework.	06/10/21 Mayor and Cabinet	David Syme, Strategic Planning Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Small Sites Supplementary Planning Document (SPD) Adoption	06/10/21 Mayor and Cabinet	David Syme, Strategic Planning Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Financial Monitoring 2021-22	06/10/21 Mayor and Cabinet	Selwyn Thompson, Director of Financial Services and Councillor Amanda De Ryk, Cabinet		

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
			Member for Finance and Resources		
	Deptford Neighbourhood Action (DNA) Neighbourhood Forum re-designation decision	06/10/21 Mayor and Cabinet	Emma Talbot, Director of Planning and Councillor Paul Bell, Cabinet Member for Housing & Planning		
	Building Security and Related Services Award of Contract	06/10/21 Mayor and Cabinet	Brian Colyer, Head of Facilities Management and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
	Borough-Wide Selective Licensing of the private rented sector	06/10/21 Mayor and Cabinet	Ella McCarthy, Housing Partnership and Insight Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Permission to award principal contractor to carry out refurbishment works to Lewisham Town Hall	12/10/21 Executive Director for Housing, Regeneration & Environment	Uchenna Forjoe, Project Manager Capital Programmes and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2021	Permission to award principal contractor to carry out refurbishment works to Brockley Rise Adult Learning Centre	12/10/21 Executive Director for Community Services	Uchenna Forjoe, Project Manager Capital Programmes and Councillor Chris Barnham, Cabinet Member for Children's		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Services and School Performance		
August 2021	Lewisham Old Town Hall refurbishment project	12/10/21 Executive Director for Housing, Regeneration & Environment	Uchenna Forjoe, Project Manager Capital Programmes and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2021	Ladywell S105 Consultation and budget approval	03/11/21 Mayor and Cabinet	Angela Bryan, Strategic Development Officer and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Endorsement of the Lewisham Biodiversity Partnership's - A Natural renaissance for Lewisham (2021-26)	03/11/21 Mayor and Cabinet	Eszter Wainwright-Deri, Ecological Regeneration Manager and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
April 2021	GLA Affordable Housing Grant 2021-26	03/11/21 Mayor and Cabinet	Karen Barke, Head of Strategic Development and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	NCIL borough recommendations for funding	03/11/21 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure 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 2021	Lewisham Assemblies Programme - A Future Lewisham Approach	03/11/21 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Kim Powell, Cabinet member for Business and Community Wealth Building		
August 2021	Adults "Core" Substance Misuse Contract Award	03/11/21 Mayor and Cabinet	Iain McDiarmid and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
	Post consultation report recommending making of an Article 4 Direction, covering Deptford High Street and St Paul's Church CA	03/11/21 Mayor and Cabinet	Joanna Ecclestone, Senior Conservation Officer and Councillor Paul Bell, Cabinet Member for Housing & Planning		
	Compulsory Purchase Order application for 2 - 30A Reginald Road	03/11/21 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
	Lewisham and Lee Green Low Traffic Neighbourhood: Consultation report and next steps	03/11/21 Mayor and Cabinet	Louise McBride, Head of Highways & Transport and Councillor Patrick Codd, Cabinet Member for Environment & Transport		

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
	Supported housing and floating support permissions to award contracts	03/11/21 Mayor and Cabinet	Sarah Miran, Commissioning Manager and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
	Approval to Tender works to refurbish the former Catford Constitutional Club	03/11/21 Mayor and Cabinet	Sandra Plummer, Senior Project Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
August 2021	Broadway Theatre Principle Contractor award contract	15/11/21 Executive Director for Community Services	Petra Marshall, Community Resources Manager and Councillor Andre Bourne, Cabinet member for Culture		
	Scheme of Polling Stations for 2022 Elections	24/11/21 Council	Jamie Baker, Electoral Services Manager and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
	Textiles contract award	08/12/21 Mayor and Cabinet	Luke Ellis, Support and Engagement Officer Strategic Waste and Environment and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
October 2019	Mayow Road Supported Living Service Parts 1 & 2	08/12/21 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Disabilities and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
August 2021	Appointment of Principal Contractor for Broadway Theatre Refurbishment	08/12/21 Mayor and Cabinet	Claudia Lynch, Project Officer Capital Programme Delivery and Councillor Andre Bourne, Cabinet member for Culture		
August 2021	Financial Monitoring 2021-22	08/12/21 Mayor and Cabinet	Selwyn Thompson, Director of Financial Services and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
	Award of Contract for Day Services for Older Adults	08/12/21 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
August 2021	Mountsfield Park Café (design, build and operate) award for a new café at Mountsfield Park.	12/01/22 Mayor and Cabinet	Vince Buchanan, Green Spaces Contracts Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (on parental leave)		
August 2021	Council Tax Base	12/01/22	Katharine Nidd, Strategic		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		Mayor and Cabinet	Procurement and Commercial Services Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2021	Endorsement of the A21 Framework	12/01/22 Mayor and Cabinet	Monique Wallace, Planning Manager, Strategic Housing and Councillor Paul Bell, Cabinet Member for Housing & Planning		
	Learning Disabilities Framework - Award of Contracts & related contract extensions) for LDF2	12/01/22 Mayor and Cabinet	Joanne Lee, Contracts Monitoring Officer and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
August 2021	Main Grants Programme 2022-25 recommendations for funding	02/02/22 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Kim Powell, Cabinet member for Business and Community Wealth Building		
August 2021	Council Budget 2022-23	02/03/22 Council	Kathy Freeman, Executive Director for Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		

FORWARD PLAN – KEY DECISIONS

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Children and Young People Select Committee work programme 2021-22

Work Item	Type of item	Strategic Priority	17-Jun	22-Sep	25-Nov	26-Jan	16-Mar
Election of the Chair and Vice-Chair	Constitutional requirement						
Select Committee work programme 2021/22	Constitutional requirement	CP3					
Children and Young People's wellbeing and mental health: status and trends	standard item	CP3 & CP5					
Early Help review progress report	policy development	CP3 & CP5					
Financial stabilisation - budget update and medium term plan	performance monitoring	All					
Children's Social Care Placements - cost and quality	performance monitoring	CP3&5					
Elective Home Education	standard item	CP3 & CP5					
School places planning and children going out of borough	standard item	CP3 & CP5					
Play Strategy	policy development	CP3 & CP5					
Embedding race equality in Lewisham's schools - to include data on exclusions, alternative provision attainment	performance monitoring	CP3 & CP5					
Safeguarding - Ofsted Improvement Plan	performance monitoring	CP3 & CP5					

Information Items, events and visits

Young Mayor and Advisors	informal meeting	CP3 & CP5					
Annual school standards report	performance monitoring	CP3					
Annual report on attendance and exclusions	performance monitoring	CP3					
Corporate Parenting and Looked After Children annual report	performance monitoring	CP3 & CP5					
Safeguarding annual report (formerly LSCB)	Performance Monitoring	CP3 & CP5					

		Corporate Priorities	
	Item completed		
	Item on-going	CP1 Open Lewisham	CP5 Delivering and defending - health, social care, support
	Item outstanding	CP2 Tackling the Housing Crisis	CP6 Making Lewisham greener

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