

Overview and Scrutiny



Public Accounts Select Committee Agenda

7.00 pm, Thursday 16 March 2023
Civic Suite, Lewisham Town Hall, London SE6 4RU

For more information contact:
Timothy Andrew (timothy.andrew@lewisham.gov.uk) 020 8314 7916

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

Part 1

Item		Pages
1.	Minutes of the meeting held on 2 February 2023	3 – 7
2.	Declarations of interest	9 – 12
3.	Responses from Mayor and Cabinet There are none.	
4.	Children's social care and budget pressures	13 – 29
5.	Select Committee work programme	31 – 50

Public Accounts Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 16 March 2023.

Jeremy Chambers, Monitoring Officer
Wednesday, 8 March 2023

<p>Members</p> <p>Councillor James Rathbone (Chair)</p> <p>Councillor Rudi Schmidt (Vice-Chair)</p> <p>Councillor Eva Kestner</p> <p>Councillor Joan Millbank</p> <p>Councillor John Paschoud</p> <p>Councillor Eva Stamirowski</p> <p>Councillor Susan Wise</p> <p>Councillor Mark Ingleby (ex-Officio)</p> <p>Councillor Ese Erheriene (ex-Officio)</p>	
--	--

Agenda Item 1

Minutes of the Public Accounts Select Committee

Thursday, 2 February 2023 at 7.00pm

In attendance: Councillor James Rathbone (Chair), Rudi Schmidt (Vice-Chair), Eva Kestner, Joan Millbank, John Paschoud, Eva Stamirowski and Susan Wise

Also present: Councillor Mark Ingleby (Chair of Overview and Scrutiny), Councillor Liz Johnston-Franklin, Councillor Stephen Penfold (Chair of the Housing Select Committee) Councillor Aliya Sheikh, Councillor Luke Sorba (Chair of the Children and Young People Select Committee), Mayor Damien Egan, Councillor Amanda De Ryk (Cabinet Member for Finance and Strategy), Councillor Louise Krupski (Cabinet Member for Environment and Climate), Timothy Andrew (Scrutiny Manager), David Austin (Director of Finance), Paul Boulton (Interim Director of Public Realm), Tom Brown (Executive Director for Community Services), Jeremy Chambers (Director of Law, Governance and Elections), Jennifer Daothong (Executive Director for Housing, Regeneration and Public Realm), Kathy Freeman (Executive Director for Corporate Resources), Pinaki Ghoshal (Executive Director For Children and Young People) and Kim Wright (Chief Executive)

Also present virtually: Councillor Bill Brown, Councillor Hau-Yu Tam, Councillor Aisha Malik-Smith, Councillor Jacq Paschoud, Councillor James Royston (Chair of the Sustainable Development Select Committee), Councillor Liam Shrivastava, Councillor Chris Barnham (Cabinet Member for Children and Young People), Councillor Juliet Campbell (Cabinet Member for Communities, Refugees and Wellbeing) Katharine Nidd (Head of Financial Strategy, Planning and Commercial) and Nick Penny (Head of Service Finance)

NB: Those Councillors listed as joining virtually were not in attendance for the purposes of the meeting being quorate, any decisions taken or to satisfy the requirements of s85 Local Government Act 1972

1. Minutes of the meeting held on 1 December 2022

- 1.1 **Resolved:** that the minutes of the meeting held on 1 December be agreed as an accurate record.

2. Declarations of interest

- 2.1 Councillor Susan Wise declared an interest as a Director of Lewisham Homes.
- 2.2 Councillor John Paschoud declared an interest as a Trustee of London Road Safety Council – alongside his role as a Council appointee to the same organisation.

3. Responses from Mayor and Cabinet

- 3.1 There were none.

4. Road safety services review

- 4.1 Paul Boulton (Interim Director of Public Realm) introduced the report - providing an overview of the proposed changes to school crossing patrols and new road safety measures.
- 4.2 Paul Boulton and Jennifer Daothong (Executive Director for Housing Regeneration and Public Realm) responded to questions from the Committee as well as councillors attending under standing orders - the following key points were noted:
- Schools entering a service level agreement with the Council to fund their own crossing patrols would do so in addition to the proposed new road safety measures.
 - The approximate cost of a school crossing patrol for a school under a service level agreement would be eight to ten thousand pounds.
 - Some assessment work had already been carried out - but further detailed design work would be required before the implementation of any changes.
 - Each site would be subject to further detailed design work (including consultation with local councillors and schools) which would assess the measures (and appropriate signage) needed, alongside an independent road safety audit.
 - The planned full year savings from the programme would be £140k.
 - The estimate for the capital costs of the mitigation works would be £500k.
 - Lewisham was one of the most progressive London Boroughs in terms of school streets. Every school in the borough where it was feasible would be offered a school street to ensure that walking and cycling to schools was as safe as possible.
 - None of the school crossing patrols would be removed until the mitigation works had been assessed by an independent safety audit.
 - The Council worked with the police across the borough to target speeding where there were safety concerns.
 - Data was collected to assess compliance to the 20mph speed limit.
 - Members could direct specific ward specific questions to Paul and his team following the meeting.
 - Officers agreed that the proposals would be better described as an investment in the improvement of long-term safety measures rather than a revenue saving.
- 4.3 Cllr de Ryk responded to a question about the implementation of the proposal noting that it had been in discussion for an extended period - and the priority was safety for children (as well as all residents).
- 4.4 Members discussed the option of making a recommendation to Mayor and Cabinet to delay or amend the proposals to re-emphasise the importance of road safety over cost saving but noted that the agreement of the proposal would release the funding for further design and development work and thus **resolved**: that the report be noted.

5. Council budget 2023-24

5.1 Mayor Egan introduced the item - noting the ongoing challenge of finding cuts to Council budgets for each of the past twelve years - combined with the array of pressing national and international issues.

5.2 Mayor Egan responded to questions from members attending under standing orders - the following key points were noted:

- The Council was using its reserves in a responsible and limited way.
- The Council evaluated its level of reserves against other local authorities – and was not an outlier.
- It was expected that in the coming years the requirement to utilise reserves to balance the budget would reduce.
- Work was taking place in adult social care to improve services and reduce costs.
- There were challenges in children’s social care with increased demand, increasing costs and a large cohort of young people taken into care who were becoming care leavers.
- Eight in ten local authorities were struggling with the costs of children’s social care. Work was taking place to try to mitigate some of these costs.

5.3 Kim Wright (Chief Executive) was invited to address the Committee - noting successes in the way the organisation had responded to challenges and changes over a number of years.

5.4 Kim Wright, Pinaki Ghoshal (Executive Director for Children and Young People), and Kathy Freeman (Executive Director for Corporate Resources) responded to questions from the Committee as well as members attending under standing orders - the following key points were noted:

- It was intended that the budget was a collaborative endeavour - with all departments putting up savings but, this year there was a view that some parts of the Council had been so ‘hollowed out’ that they should not have to make any further savings.
- The approach taken to try to protect frontline service by hollowing out corporate services was the right one at the time - but there came a point when this was not sustainable.
- As part of the work to rebuild corporate services there would be a renewed focus on performance monitoring and evidence led service design.
- Before the restructure of the finance teams there were potential issues with ‘grip and accountability’ in some financial functions.
- Consideration had been given to providing free school meals for all school children - at a cost of £11m - but a decision had been taken to deliver the household support fund through schools – so that they could identify and support families most in need.
- The local government financial settlement had been slightly better than expected - and this had been used to support budgets in several areas (including increased energy costs).
- The reduction in the costs to the general fund for children’s centres was being offset by additional grant funding for family hubs.

5.5 Kathy Freeman (Executive Director for Corporate Resources) introduced the report - providing an overview of the decision-making process, noting the key elements of the report and emphasising the challenging financial climate.

- 5.6 Kathy Freeman and David Austin (Director of Finance) responded to questions from the Committee - the following key points were noted:
- The Council had considered the council tax collection rate in previous years (as well as the rate of in-year collection) and had reduced the anticipated collection rate for the coming year.
 - It was expected that energy costs would reduce in the coming year. Energy had been purchased in advance for the coming year, but it was expected that the budget requirement would reduce for the following financial year.
 - The Council had created an energy efficiency role within the Council's facilities management team. The opening hours of Council buildings were also being reduced to save on running costs.
 - Grant funding was being used more by Government over the past few years. Grants were not included in the base budget because they were only available for limited periods.
 - Consideration was being given to leaseholders' major works bills - particularly given the strains present in the financial climate.
- 5.7 Councillor Luke Sorba (Chair of the Children and Young People Select Committee) addressed the Committee regarding proposed cuts to the youth service and to children and family centres. Councillor Sorba asked the Committee for its support in referring the cuts back to Mayor and Cabinet - in the context of the provisional local government financial settlement and the importance of preventative services for children and young people.
- 5.8 Kathy Freeman and Pinaki Ghoshal responded to the Comments of the Chair of the Children and Young People Select Committee - the following key points were noted:
- Before the announcement of the provisional local government finance settlement, the Council was already facing significant risks and pressures - including the requirement to deliver on cuts proposals from previous years.
 - Not all the potential risks of inflation had been factored into the budget. A significant amount of work would be required to deliver more than £20m of savings in the coming year.
 - The Council continued to overspend in several areas.
 - It was recognised that difficult decisions had to be made in the restrained financial climate.
 - Children's services had previously put significant resources into early help - but that help was not always effective, and the cost of unsuccessful preventative work was combined with large numbers of children entering social care.
 - A small number (27) of high-cost residential placements resulted in 30% of the placement budgets costs.
 - Despite high number of referrals to social care, fewer children were being taken into social care - which meant the numbers of children in care was significantly reducing.
 - Contract management meetings with Youth First would be used to encourage the organisation to access more funding from alternative sources to the Council and to focus on targeted support to the children and young people about which the Council had the most concerns. There was also an expectation that it should reduce its back-office costs.
 - It was not likely that Youth Service would cease to operate - but in that scenario there were other potential providers of youth services in the

5.9 Councillor Amanda de Ryk (Cabinet Member for Finance and Strategy) addressed the Committee noting her thanks for members' input and highlighting the difficult financial climate facing the Council.

5.10 In Committee discussions the following key points were also noted:

- Members welcomed the input of the Children and Young People Select Committee - and were sympathetic to the comments of the Chair regarding the importance of early help and preventative services. Nonetheless, the Committee felt that - in the overall context of the financial situation facing the Council and the ongoing pressures on the budget - it could not support a referral to Mayor and Cabinet in opposition to the proposed budget cuts.
- Members thanked officers for their work on the budget.

5.11 **Resolved:** that the report be noted.

6. **Select Committee work programme**

6.1 Members discussed the work programme for its upcoming meeting, and it was agreed that there would be a whole meeting focus on Children's Social Care (budget performance, outcomes, impact and value for money)

6.2 **Resolved:** that the work programme for the next meeting be agreed.

The meeting ended at 9.40 pm

Chair:

Date:

This page is intentionally left blank



Public Accounts Select Committee

Declarations of Interest

Date: 2022-23

Key decision: No

Class: Part 1 (not restricted)

Ward(s) affected: All (none specific)

Contributor: Jeremy Chambers (Director of Law, Governance and Elections)

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. Jeremy Chambers, Director of Law, Governance and Elections - [Jeremy Chambers@lewisham.gov.uk](mailto:Jeremy.Chambers@lewisham.gov.uk), 020 83147648



Public Accounts Select Committee

Children's Social Care and Budget Pressures

Date: March 2023

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors:

Lucie Heyes, Director Children's Social Care.

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

Nick Penny, Finance Head of Service.

Outline and recommendations

This report seeks to provide Members of the Public Accounts Select Committee with an update on the current situation regarding the Children's Social Care budget and the pressures that the service is currently under

1. Summary

- 1.1 In both 2015 and 2019 Children's Services received an Ofsted inspection report, primarily focussed on our Children's Social Care Services, which judged that the Council Required Improvements to become Good. The 2019 report noted that many of the recommendations made in 2015 had not been addressed and that overall services had declined during this period (in 2015 services for children in care had still been judged to be Good). Following a change in leadership and a focus on an improvement plan more recent inspections of Lewisham, which have not yet provided a judgement score have noted significant improvements in practice. The most recent inspection in November 2022 of the safeguarding partnership (the Council, police and Health) noted, amongst other things that:
- Stability of leadership since 2019 and a shared ambition and determination to drive forward continuous improvement are key factors positively influencing the partnership's focus in strengthening their 'front door' services
 - Leaders know their services well. They are unwavering in their efforts to drive improvements
 - Professionals respond quickly to children at immediate risk of harm
 - Proportionate action is taken to safeguard and prevent harm escalating for most children
 - Tenacious child-centred practice with children and young people by skilled practitioners in the child exploitation safe space teams is making a real difference to reducing risks and protecting them from further harm
 - Staff morale is good, despite high demands and complexity in the work.
- 1.2 The most recent inspection report however also noted the huge pressures that the service is facing with demand going up following the pandemic and the challenge of recruiting suitable staff. Children's Services across the country are facing similar demands, but in Lewisham this is compounded by nearly a decade of poor practice in child protection work which has meant that Lewisham's number and rate of children in care and care leavers is higher than it should be.
- 1.3 There is still much more to do in order to demonstrate that our services are securely and consistently good.
- 1.4 Compared to caseloads before the pandemic we have experienced a 13% increase in referrals, a 40% increase in children on a child protection plan and the service is currently working with approximately 300 more children and young people (CYP) at any one time compared to pre-pandemic levels in 2019/20. Demand has started to level out albeit at the higher rate and despite the increased demand, we have reduced the number of CYP entering care and the total number of CYP in care. However as fewer CYP come into care, those that do have a higher level of need which is reflected in the cost, which impact the forecast. This has been achieved through improved practice using a strength-based approach and investing in our preventative services for children on the edge of care. Despite this improvement the service is still having to address the legacy of historic practice and Lewisham has a high net rate of CYP looked after (CLA) and care leavers.
- 1.5 Additionally securing good quality placements in or close to Lewisham has become increasingly difficult as noted by the recent national review of Children's Social Care

and a parallel report of the Competition and Markets Authority. Consequently, new CYP entering the system are costing more than those previously in placements, reflecting severity of need. There is no benchmarking data available on what Councils have been spending in this area, but in discussion with other Directors of Children’s Services across South London, all report that there has been a large increase in costs of placements, in particular for adolescents who have a range of complex needs and a lack of suitable emotional/mental health provision available for this group. Estimated costs across other Councils is that typically the weekly cost for such a placement ranges between £15,000 and £20,000 each week, at the end of January there were two CYP in such placements.

1.6 This report provides detail on the challenges that Children’s Social Care is facing, the costs associated with this and the actions already under way to address this.

2. Recommendations

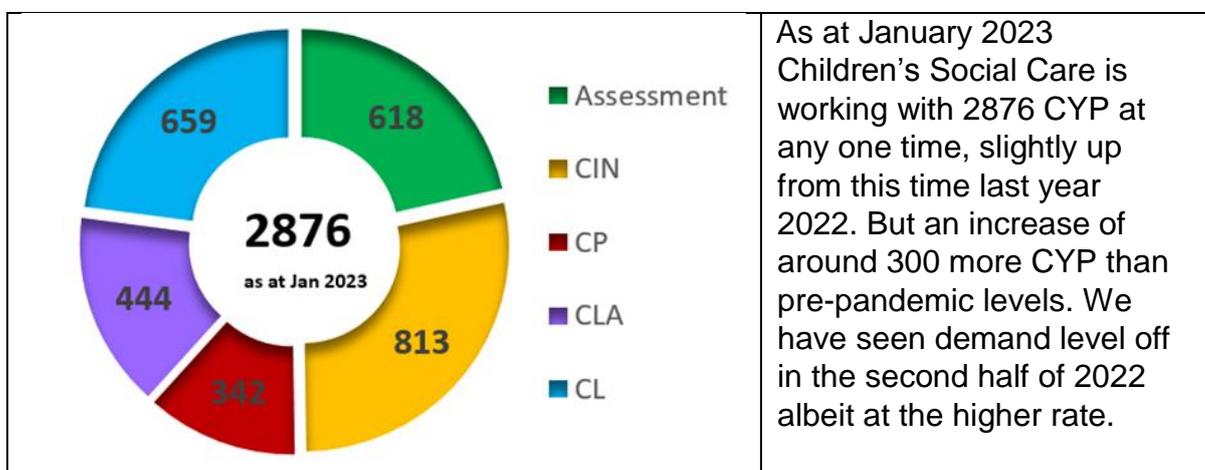
2.1 Members are asked to note and comment upon the contents of this report.

3. Policy Context

3.1 Lewisham’s Corporate Strategy notes that, “We will ensure the most vulnerable children are protected from harm, driving improvement in children’s social care and aiming to reduce the number of children coming into care through earlier targeted support for families in crisis.

3.2 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



	2019/20 Pre-covid	2020/21	2021/22	Difference from 2019/20 pre-covid	2022/23 Q1 & 2	EOY Forecast
Referrals to CSC	3874	3153	4365	+491 (13%) ↑	2,130	4400 →
CYP open to CSC total (EOY)	2590	2660	2800	+210 (8%) ↑	2900	2850 →
CYP placed on CPP*	326	336	458	+132 (40%) ↑	412	390 ↓
Court applications (families)	55	68	52	-3 (%) →	26	52 →
CYP entering care	218	179	218	0 →	87	170 ↓
Net rate of CYP in care (EOY)	69	69	70	+1 →	66	65 ↓
Net no. CYP in care	473	482	480	+7 (1%) →	453	445 ↓

*CYP placed on CPP is a rolling rate, not the actual number of CYP subject to CPP

4. Demographics of the CYP in care (CLA)

4.1 There is nothing unusual about the profile of Lewisham's care population, the demographics are similar to that of other London Boroughs. Differences in age and gender are all within 5% range. In all Boroughs the age profile of the care population is that 70-75% of CYP in care are of secondary school age. It is a national trend, over the 10 year period of 2009/10 to 2019/20 there has been a 24% increase in total numbers of CYP in care^[1]:

- A 31% increase in children aged between 5-9
- A 25% increase in children aged between 10-15
- A 39% increase in children aged 16/17



4.2 The age profile of the net care population is not the same as the age profile of those entering care. Data from the second half of 2022 shows there is a higher proportion of pre-school children that enter care (29% compared to 16% of the overall net care population), the two main reasons for this are:

- (a) With younger children, in most circumstances we are actively seeking removal and/or assessing parenting through a family court order. The

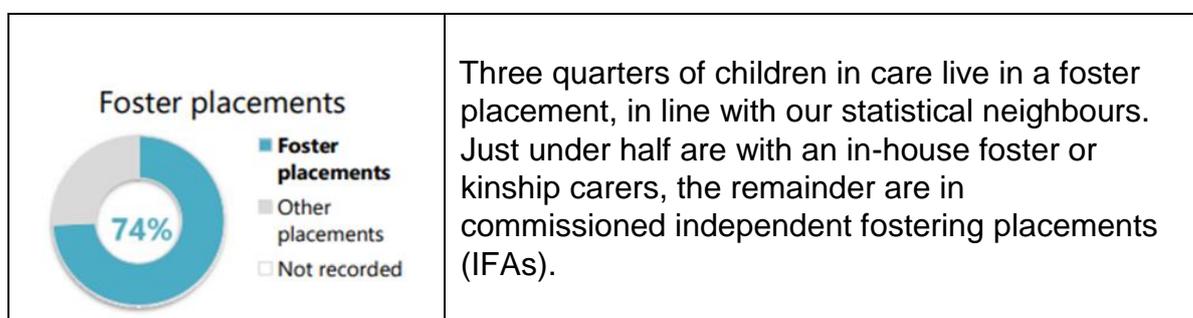
outcome of this intervention may be the child returns home when sufficient safety is established.

(b) If the child cannot return home, it is easier to identify other permanent options, for younger children to exit care earlier e.g. through Special Guardianship (SGO).

4.3 When CYP enter care at an older age, it is less likely to be as a result of a court order and more often because the parent/s feel unable to cope or manage the presenting risks and are requesting care (Often referred to as Section 20). We always aim to work intensively with families to reduce stresses and risks to avoid the need for care where possible, but we are not always able to prevent family breakdown, or reduce the risk. Especially when the harm is situated in the community or the YP is self harming. Secondly it is much more challenging to find alternatives to being in care through family and friends for older CYP. In general, younger children are more likely to be in care for a shorter period. Half of CYP that enter care, will only leave upon on reaching adulthood and this is largely those aged 10+ years.

Lewisham	Under 1yr	1 to 4 yrs	5 to 9 yrs	10 to 15 yrs	16+ (yrs)
Age at entry to care	15%	14%	8%	38%	25%
Current age of care popn.	6%	10%	13%	40%	31%

4.4 Where our CYP in care are placed.



Three quarters of children in care live in a foster placement, in line with our statistical neighbours. Just under half are with an in-house foster or kinship carers, the remainder are in commissioned independent fostering placements (IFAs).

10% of CYP in care are living in residential (including secure) placements, this has reduced from 12% at the same period last year. 7% are in a supported semi-independent placement (16/17 years old) this remains a steady proportion and the remainder are placed in a variety of other arrangements such as kinship/family, or placed for adoption.

62% of our CYP in care live outside of Lewisham, this is comparable to our statistical neighbours. Distance from Lewisham incurs additional costs particularly for transport to/from school and contact with family and friends.

5. The cost of care - the placement budget

Children Social Care	Net Budget	Net Forecast	Period 10 Variance	Period 9 Variance	Movement
	£m	£m	£m	£m	£m
Workforce	18.8	19.1	0.3	(0.2)	0.5
Placements	28.7	34.1	5.4	7.1	(1.7)
Other	4.2	5.2	1.0	1.4	(0.4)
Income	(3.6)	(3.6)	(0.0)	0.0	(0.0)
Section -17	1.2	2.1	0.9	0.8	0.1
NRTPF	2.6	1.7	(0.9)	(1.0)	0.1
Total	51.9	58.6	6.7	8.1	(1.4)

- 5.1 The numbers of CYP subject to court proceedings, the number of CYP entering care and the net number of CYP in care in Lewisham are all falling from CLA net no. 473 at the end of 2019/20 the reporting year to 444 in January 2023. In addition, the numbers of children in residential care have also fallen by 2% in the last year. However, spend on the placements budget is high and still increasing. The reasons are as follows.
- 5.2 The placement budget is a demand led budget, the majority of which we have very limited control. Whilst the national care population has increased by 24%, over the last decade, placement provision has only grown by 8%. Competition for placements, market forces & inflation are driving up the cost of CLA placements & Care Leaver accommodation. Lewisham presently has no in-house residential provision and is heavily reliant on the private provider market.
- 5.3 Lewisham has not had mature commissioning arrangements for procuring care placements. We were formerly part of a small South East London commissioning framework, which was reviewed in 2022 and found not to offer value for money. Membership will cease this year and we will be joining a larger London wide framework called the Commissioning Alliance in April 2023.
- 5.4 A combination of high levels of need and the legacy of insufficient preventative services and historic risk averse practice, has meant Lewisham's rate of CYP in care is high compared to other London Boroughs. 65.6 per 10,000 population as at January 2023, compared to 47 across all London Boroughs. At Q2, Lewisham was one of 4 Boroughs with a rate over 65. As a consequence Lewisham also has a high rate of Care Leavers, in the top 3. (208 compared to a 136 London average).
- 5.5 The legacy of high care numbers and poor commissioning arrangements has left Lewisham particularly vulnerable to the increasing costs of care. The improvement work that has been undertaken throughout the last 3 years, in

particular to reduce the numbers of children entering/in care has prevented several million of additional costs associated with care. But it should not be assumed that the alternatives to care are cost neutral.

In 2019/20, 67% of children referred to Children’s Social Care became Children Looked after, the table below shows how the % of Children Looked after has reduced each year. Taking the performance in the previous year as the new baseline to deliver against the table below shows demand management of children entering the system each year with costs avoided of £5.37m.

Children Looked After	19/20	20/21	21/22	22/23
CPP (referrals made)	326	336	458	392
CLA - care	218	179	218	165
% - CLA as a percentage of CPP	67%	53%	48%	42%
Year-on-year baseline		46	26	22
Full year financial value - £		2,612,460	1,550,860	1,214,134

- 5.6 There is a cohort of children who have been in the care system that are less prominent, but who are increasingly growing in numbers and impact on spend. In addition to the 444 CLA and 659 Care Leavers, we also have 360 additional other CYP, many of whom have been in care, but are now living in other forms of permanent care arrangements i.e. under Special Guardianship (SGO), Child Arrangement or Adoption Orders. For most of these arrangements, the Local Authority is required to pay an allowance to the carer throughout the child’s minority. Some of these CYP on SGO will also be entitled to Care Leaver support upon reaching 18. Therefore the total number of CYP being supported with care, placements and accommodation is c1500. The spend on this cohort is c£3.3m.
- 5.7 Through the pandemic we have experienced children in increasingly complex situations. The complexity associated with self-harming, challenging behaviours arising from various forms of neurodiversity e.g. autism, serious violence and exploitation require high intensity and therefore high cost placements. In addition, 65 of our current CYP in care have additional needs and disabilities, 10 more than in January 2022. Placements over £10k pw increased from 3 to 8 this year. The full year effect of one child in a placement of this cost is £0.5m, which also makes the placements budget highly sensitive to movements of a small number. Whilst the grant funding of £3.3m (in 2021/22), to support cost arising from the pandemic has ceased, the needs of the young children remain and therefore as do the costs in the system.

Weekly band cost of placement or accommodation	Total popn. CLA & CL	% of total popn.	Total cost - £m	Total cost % split
£0 - £3,999 pw	891	97%	£21m	68%
£4k+ pw	27	3%	£10m	32%
Total	918		£31m	

3% (No.27) of CYP in care accounts for 30% of the cost

5.8 CYP who are at risk of harming themselves are exceptionally difficult to place, there is an absence of suitable health-based provision for these very vulnerable children when they exit hospital and securing timely therapeutic services is also challenging, especially when CYP are outside the boundaries of the local health trust, or who move around because placements cannot be sustained. Lewisham does not yet have established strategic agreements in place for the shared funding of complex placements, when a high cost placement has an educational and/or health component. We have not received the amounts of funding from health services as we anticipated, which has contributed to the budget pressure. The following case illustrates the complexity of the issues and associated costs.

5.9

CASE EXAMPLE

M is 17. She first came into care in 2020, she has learning disabilities, social/emotional vulnerabilities and is morbidly obese. She had been sexually abused through childhood and through adolescence was routinely missing and subject to exploitation. As a result of her trauma and cognitive functioning, her behaviour is unregulated and she is physically aggressive. Through her care history she has been in 9 different placements, the first 6 were foster placements. In the main these broke down on account her of challenging and risky behaviour.

In July 22 following a breakdown in her mental health and regular presentations to hospital following suicide attempts, she did not meet the threshold to remain in hospital on section and was placed in a secure unit for 6 months. Following discharge from secure despite a nationwide search we were unable to identify a regulated provision. We procured a semi-independent solo unit, where she remains. We are still searching a suitable regulated provision for M and have one possible option that we are exploring, this will be a high cost arrangement because it will be a solo provision.

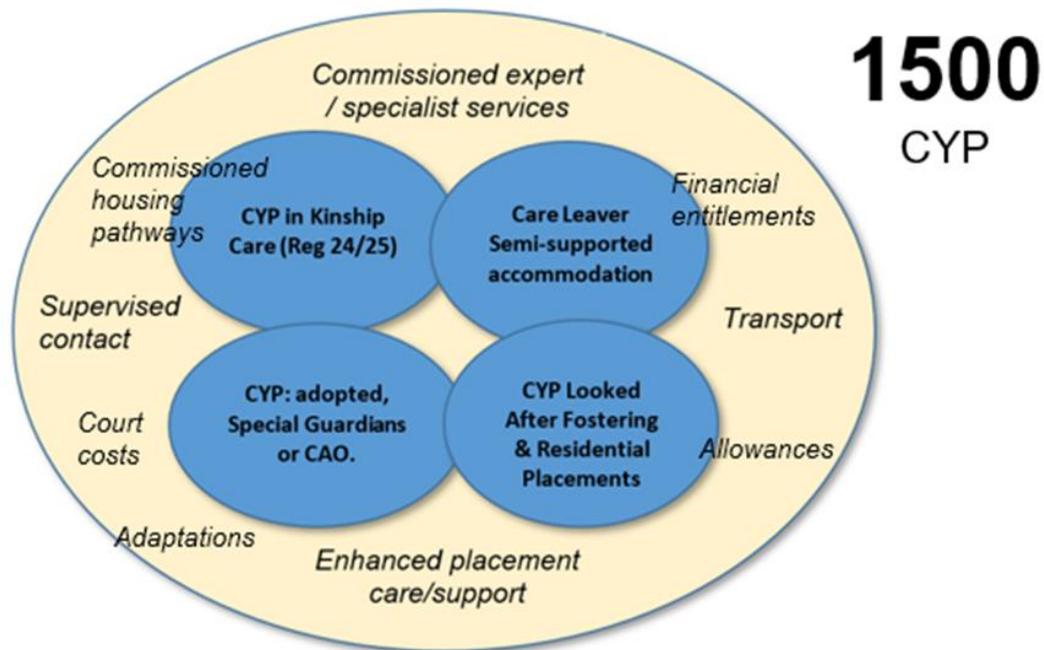
Dec 21 - July 22 = £4,900 per week in mainstream residential (some additional staff funded by health). Annualised cost of £255k.

July 22 – Jan 23 = £8,100 per week Secure (3 way split for some of the period - education and health. Annualised cost of £422k.

Jan 23 – to date = £15,260 per week Current placement solo semi-independent unregulated (2:1 staffing 24 hrs a day) with Deprivation of Liberty Order (DOLs). Annualised cost of £796k.

M has been referred to Adult Services for a Care Act assessment and will require a high level of support as well as supported living. She will soon become a care leaver and an agreement will have to be reached with Adults services about how the costs of her accommodation will be met until she is 25. Beyond this age all costs would be met by Adults services

- 5.10 It is also important to understand the cost of care is not just the core cost of the placement/accommodation or carers allowance. The placement budget includes the cost of all aspects of care, illustrated in the diagram below.



6. Financial Monitoring

Quality of CSC data to inform financial projections

- 6.1 The overall financial monitoring process in Children’s Social Care and the wider Children and Young People’s directorate is the same as across the rest of the Council, however, the ability to accurately predict costs is more difficult. There are several reasons for this:
- Children’s Social Care use a case management system called LCS which is supplied by Liquid Logic and is a sister case management system to LAS used by Adult Social Care. However, over the years there has been a lack of investment in maintaining the functionality of the system which has led to both poor record keeping and performance reporting, as well as the management of costs associated with individual children. This issue, together with several other concerns, was highlighted in previous Ofsted inspections. One of the improvement recommendations in 2019 was: “The quality of recording, supported by a stable and reliable electronic case recording system.”
 - Following this inspection and as part of the improvement programme there has been wide-ranging improvements to the overall LCS system. More recently (2021) that has also included the complete re-build of ControCC, which is the finance system which sits behind LCS, to track costs. However, there continues to be issues with how these systems work and we have very limited performance data being drawn from the systems, which impacts on our ability to make sophisticated annual cost projections. Work is taking place to

improve these systems and replace manual systems with fully automated processes. This has already been achieved in Adult Social Care, but there is more complexity with the range of costs in Children's Social Care and the more frequent changes that children experience in their provision (and the costs associated with this).

- Children's Social Care is a highly demand led service. Children and young people require varying degrees of support from stable placements with a local foster carer to very complex and often fast changing packages of support, which will influence the costs. The integrated nature of the needs of some young people (mainly in the high-cost brackets) adds further complexity on how to allocate costs between Children's Social care, Health partners and Education (in particular SEN). Additionally, the charging mechanism from providers provides challenges in cost allocations to the partners.
- A typical young person in a residential placement could potentially cost circa £4.4k per week (or £230k annually), together with other costs such as transport and staffing costs, as well as one off assessments which may be required by the Court. Therefore, 4 additional young people entering the system can provide an annual cost increase of approx. £1m. In addition, more recently Lewisham, and other Councils have seen an increase in much higher cost placements for young people with more complex needs. A placement costing £10k per week has an annual cost of £520k and a placement costing £20k per week costs more than £1M for a single child. Lewisham has a statutory duty to provide and pay for such placements. Currently 3% of the current children in care population cost 32% (£10m) of the total placements budget. Small variations and increases can have a dramatic impact on the overall cost projection.
- As previously stated, the high value new placements as detailed in the case example above can result in an annual cost shift of £1.5m, it should also be noted that new children entering the system tend to have higher need and therefore more costly placements than those entering the system.

Financial Monitoring this year

- 6.2 A combination therefore of historic issues with the case management system and changes in the population can make projecting the cost of placements for the year challenging. In addition to this, different providers invoice in different ways and for different periods, from weekly payments, to monthly or termly/bi-annually payments. In 22/23 as has been the case in previous financial years the forecast has initially been based on actual payments made through the ledger extrapolated for the remainder of the financial year. This comes with significant risks as highlighted above and the service are working to move towards forecasting supported using wider systems reporting (i.e Controcc) which are currently in the process of validation. However, for Controcc to be used a time-consuming data cleanse needs to be completed, therefore in the meantime the service has developed a tracker to effectively track spend committed. This has provided

an interim alternative mechanism to assist in forecasting but is very labour intensive and therefore not a live record. A significant amount of data validation work was completed on the tracker during the summer, with the service and finance first having the confidence to use the tracker as the basis of the forecast in October 22.

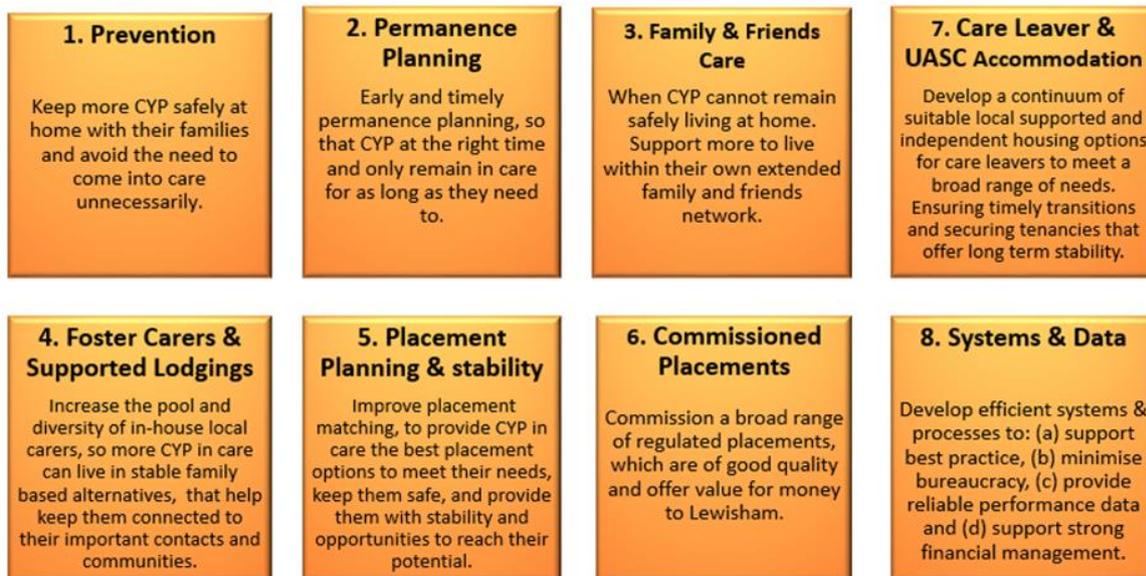
6.3 Below is set out the methodology used for financial monitoring during 2022/23 in each financial period:

- Period 3 – 6 (June to September) – Placements forecast based on extrapolating payments made for the Year to Date for the remainder of the financial year. This method comes with various challenges:
 - Providers invoice on various frequencies (weekly, monthly, termly).
 - Recent changes in placement costs would not be reflected in the forecast until the payments had been made.
 - Assumptions on growth are based on the service view of the possibility of new cases at the higher cost end being the more transient cohort - these may or may not materialise.
 - Associated costs e.g. prevention – do not have usable history (cannot use prior year spend to project this year's spend), as the service is evolving towards new ways of working.
 - Certain assumptions e.g. impact of covid, was initially assumed to be contained within existing budgets reflecting the fall out of grant
- Period 6 (September) – The first iteration of the placement's tracker was presented to finance, this showed a significantly higher placement commitment allowing for potential growth and local knowledge of potential new CLA's (high cost) compared to the payment's extrapolation forecast, at this stage this was not fed into the monitoring position pending further validation work (review of data accuracy and changing circumstances of children in care).
- Period 7 (October) – work was undertaken to verify the accuracy of the tracker which led to a reduction of c£2m in the value of the commitment.
- Period 8 (November) – the cleansed tracker was ready to use as the basis of the placement forecast. This showed an increase in forecast compared to prior periods of c£4m, £2.9m related to additional commitments in the tracker for placements and £1.1m due to savings that were now deemed unachievable, or the achievement was being negated by demand.
- Period 8 -10 (November to January) – the tracker has been used as the basis of the forecast and will continue to each month. The value has decreased by £1.1m between period 8 and 10, this is due to further cleansing of the tracker focussing on lower value placements (under £4k a week). The number of children in placements over £4k per week has increased from 26-32 including 1 additional child costing £15k per week

- 6.4 The forecast pressure on placement expenditure at Period 10 (January) is £5.4m which contributes to a Children Social Care pressure of £6.7m. In 2021/22 the Children's Social Care outturn was £7m over and above the budget after removing one off Covid Funding, this pressure was largely on placements.
- 6.5 There is a net increase of 4 children between the first usable iteration of the tracker in November and the latest version in January. Anonymised information is provided below:
- 3 new Children costing £4k - £6.9k. Annualised cost would be up to £782k based on the placements costing £5k per week
 - 1 new child costing £15k plus. The weekly cost is expected to reduce to £13.8k per week moving forward however this would still be an annualised cost of £722k. The child was previously living in secure accommodation and on discharge, she was placed in a solo provision. The very nature of providing solo provision with 24 hours a day care, includes waking nights, at a ratio of 2:1 staff.
- 6.6 Children's Social Care has robust financial management systems in place, any resource requests from taxi's to agreements to place a child requires Head of Service authorisation and has a secondary check of going through a panel chaired by the Director of CSC. During 2022 we have established several additional management panels to strengthen our oversight and monitoring of ongoing care packages/plans to identify exit strategies from various aspects of care packages with 'additional services' added to placement costs e.g. additional staffing to manage a crisis. All high cost placements are reviewed fortnightly. Finance colleagues attend most of these panels. In addition Childrens Social Care Senior Management Team has a dedicated monthly budget review meeting and each Head of Service meets with the finance business partner on a monthly basis.

7. Placements for children in care and care leaver accommodation

Every Local Authority has a duty to produce a Placements Sufficiency Strategy, which sets out how it ensures there are arrangements in place to provide sufficient placements for children in care and housing for care leavers. CSC has revised its Sufficiency Strategy and associated activity (2022-2025), it has 8 key aims:



7.2 The actions intended to reduce spend are summarised below, further work is required to specify expected spend reduction/savings, resulting from these activities.

- ✓ Prevention: Invest in preventative services to create more safety in families and minimise the need for CYP to enter care. Continue to reduce care entries and net number.
- ✓ Permanence Planning: Ensure timely permanence planning to prevent drift, delay and for CYP to be in care for no longer than they need to be.
- ✓ Family & Friends Care: Expand and strengthen support services to enable more extended to become long term carers.
- ✓ Care Leaver Accommodation: Expand commissioned housing pathways for care leavers, minimise spot purchasing, creating partnerships with providers for more cost effective accommodation. CSC/Housing protocol to streamline transition to independent housing, Maximising Housing Benefit claims.
- ✓ Foster Carers: Streamline recruitment systems and refresh marketing campaign to increase numbers of in-house Lewisham carers to reduce reliance on private IFA market
- ✓ Placement Planning/Stability: Redesign systems, strengthen placements service and improve practice for better placement matching and stability.
- ✓ Commissioned placements: Establish protocol for strategic recharges to Health services for complex placements. Enter better value for money commissioning arrangements. Re-purpose existing assets/buildings to create additional semi-independent accommodation and develop in house residential units. E.g. Amersham & Northover

8. Financial Implications

8.1 A £6.7m pressure is reported on the service, an improvement of £1.4m since Period 9 due to a reduction in the value of commitments on the service placement tracker arising from a combination of data validation and changes in CLA numbers and needs. The expenditure forecast is comparable with the level of expenditure incurred in 2022/23 suggesting that additional costs incurred due to Covid remain within the system or have been replaced by

costs at a similar level. There are currently 448 Children Looked After (CLA) at the end of January 2023, compared to 470 CLA's in January 2022. The reported level of overspend will need to be funded from reserves in 2023/24, the service will need to bring down the level of overspend in 2023/24 on a permanent basis. If measures are not taken to reduce the overspend, the overspend will be incorporated as a pressure during the 2024/25 budget setting process whereby cross council cuts will be required to support the Children's Social Care expenditure requirement.

- 8.2 Placements is a demand led budget, with the cost of placements dependent on the needs of the child. However, it is important to note that whilst edge of care preventative interventions helps to manage placement demand, the children who do enter care are the most complex and require higher cost placements. In addition to the cost of CLA's there are costs associated with the prevention and intervention processes, where the service has been able to place CLA's with other options such as Special Guardianship Order, this still results in a cost at a lower level than when in a placement as a CLA.

9. Report Author and Contact

Lucie Heyes, Director Children's Social Care
 Pinaki Ghoshal, Executive Director, Children & Young People
 Nick Penny, Finance Head of Service

Glossary

Term	Definition
UASC	Unaccompanied Asylum Seeking Child, a person under the age of 18 who has arrived without any adult in the UK that is exercising parental responsibility for the child.
Signs of Safety	The practice framework for children's social work that guides a particular approach to working with families. More information can be found here: https://www.signsofsafety.net/signs-of-safety/
ControCC	ControCC – Electronic Finance management system linked to LCS
DOLs	Deprivation of Liberty Order

Appendix A

Monthly reported Children Social Care position

Children Social Care	Net Budget	Net Forecast	Period 10	Period 9	Period 8	Period 7	Period 6	Period 5	Period 4	Period 3	21/22 Outturn
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Workforce	18.8	19.1	0.3	-0.2	0.0	-0.5	-0.2	-0.2	0.2	0.1	0.6
Placements	28.7	34.1	5.3	7.1	7.5	3.6	3.0	3.2	3.1	3.0	4.1
Other	4.2	5.2	1.0	1.4	1.4	0.4	0.4	0.2	-0.2	-0.2	0.5
Income	-3.6	-3.6	-0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.0	0.1
Section -17	1.2	2.1	0.9	0.8	0.8	-0.1	0.2	0.3	0.2	0.2	0.0
NRTPF	2.6	1.7	-0.9	-1.0	-1.2	-1.2	-1.4	-1.4	-1.4	-1.4	-1.4
Removal of Covid Support											3.3
Total	51.9	58.6	6.6	8.1	8.5	2.2	2.0	2.1	1.9	1.7	7.0
Reported			6.7	8.1	8.5	1.7	1.7	1.7	1.7	1.7	

Monthly Analysis of Placements costs

Period	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
22/23	April	May	June	July	August	September	October	November	December	January
Monthly Ledger Spend	2.1	-0.3	3.6	3.0	3.1	2.9	3.1	2.9	2.7	3.3
Spend to Date	2.1	1.8	5.4	8.4	11.5	14.4	17.5	20.4	23.1	26.4
Extrapolated Ledger Forecast			34.0	33.9	34.2	34.0	34.1			
Tracker Forecast								37.0	37.0	35.8
Adjustments			-1.2	-1.0	-1.2	-1.1	-0.6	-0.7	-1.1	-1.8
Projected Further Savings Delivery			-1.1	-1.1	-1.1	-1.1	-1.1	0	0	0
Net Placement Forecast			31.7	31.8	31.9	31.8	32.4	36.2	35.8	34.1
Budget			28.7	28.7	28.7	28.7	28.7	28.7	28.7	28.7
Variance			3.0	3.1	3.2	3.0	3.6	7.5	7.1	5.3

Weekly placements cost banding

	September				October				November				December				January			
	Total CLA - inc care leav ers	%	Cost £m	%	Total CLA - inc care leav ers	%	Cost £m	%	Total CLA - inc care leav ers	%	Cost £m	%	Total CLA - inc care leav ers	%	Cost £m	%	Total CLA - inc care leav ers	%	Cost £m	%
£0-£499	564		£2.9		567		£3.0		568		£3.0		582		£2.9		592		£2.95	
£500- £1,999	304	96 %	£14.5	64 %	303	97%	£14.3	67 %	308	97 %	£14.5	68 %	274	97%	£13.2	64 %	269	97 %	£13.2	65 %
£2,000- £3,999	22		£3.8		20		£3.7		21		£3.7		17		£3.3		17		£3.3	
Subtotal	890		£21.2		890		£21.0		897		£21.2		873		£19.4		878		£19.5	
£4,000- £6,999	20		£5.5	36 %	18		£5.2	33 %	18		£5.2	32 %	21		£5.7	36 %	21		£5.5	35 %
£7,000- £14,999	12	4%	£5.5		7	3%	£4.1		8	3%	£4.1		8	3%	£4.1		8	3%	£4.1	
£15k+	1		£0.9		1		£0.9		1		£0.9		1		£0.9		2		£1.0	
Subtotal	33		£12.0		26		£10.2		27		£10.2		30		£10.7		31		£10.7	
GRAND TOTAL	923	100 %	£33.2	100 %	916	100 %	£31.2	100 %	924	100 %	£31.4	100 %	903	100 %	£30.1	100 %	909	100 %	£30.2	100 %
					Additional staffing		£1.0						Additional staffing		£1.0					
					SGO		£2.6						SGO		£2.5					
					Rest		£2.1						Rest		£2.2					
					P8 tracker- led placements total		£37.0						P10 tracker- led placements total		£35.8					

This page is intentionally left blank



Public Accounts Select Committee

Select Committee Work Programme Report

Date: 16 March 2023

Key decision: no.

Class: Part 1

Ward(s) affected: Not applicable

Contributors: Timothy Andrew (Scrutiny Manager)

Outline and recommendations

To advise members of the completed work programme for 2022/23 and to propose draft themes for the Committee's work programme for 2023/24.

The Committee is asked to:

- note the completed work programme attached at appendix C.
- review the issues covered over the course of 2022/23.
- review the forward plan of key decisions at appendix D.
- consider priority themes for the 2023/24 work programme.

Timeline of decision-making

June 2022 – Draft Committee work programme agreed

July 2022 – Committee work programme agreed by Business Panel

September 2022; December 2022 and February 2023 – Committee work programme reviewed at formal meetings.

1. Summary

- 1.1. Each Select Committee is required to agree a work programme for submission to the Business Panel at the beginning of the municipal year. As this is the last meeting of the Public Accounts Select Committee in 2022/23, members are being asked to put forward suggestions for the 2023/24 work programme. Please note, however, that the 2023/24 work programme will not be formally agreed until the first meeting of 2023/24.

2. Recommendations

- 2.1. The Committee is asked to:
- note the completed work programme attached at appendix C.
 - review the issues covered over the course of 2022/23.
 - review the forward plan of key decisions at appendix D.
 - consider priority themes for the 2023/24 work programme.

3. The Work Programme

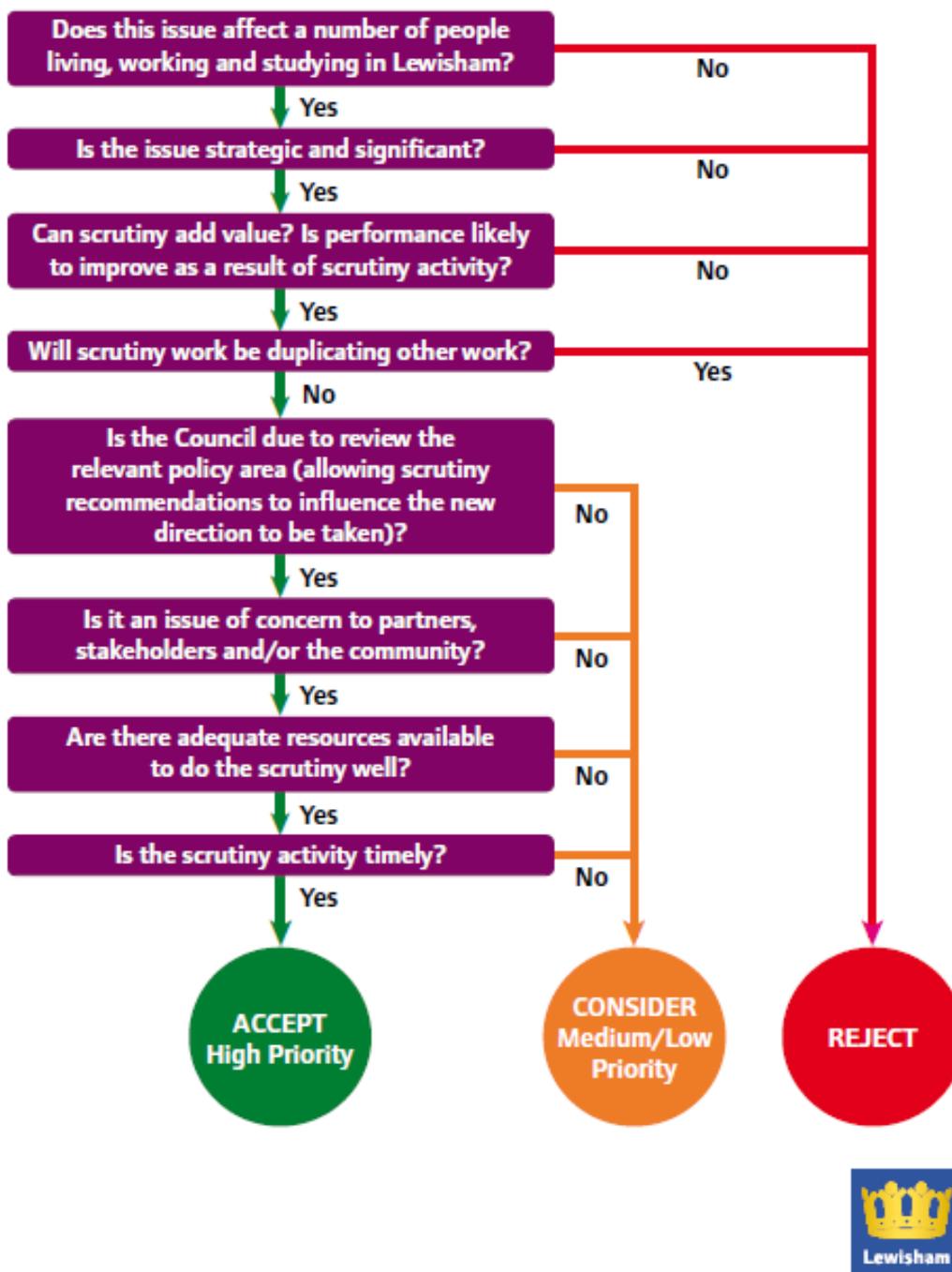
Issues covered over the course of 2022/23

- 3.1. The Public Accounts Select Committee met five times in the municipal year 2022/23. The completed work programme is attached at Appendix C.
- 3.2. Key issues covered by the Committee this year have focused on the Council's financial resilience. At each meeting, the Committee has considered the Council's financial monitoring position and the Chair of the Committee has met on a regular basis with the Executive Director for Corporate Resources – as well as lead finance officers from across the Council.
- 3.3. The Committee has also allocated time to reviewing areas of budget pressure. In September 2022, it considered reports from adult and children's social care on their plans for financial sustainability.

Timetable for setting the 2023/24 work programme

- 3.4. Five committee meetings will be scheduled for the 2023/24 municipal year. A draft work programme will be put forward at the first meeting of the municipal year, taking into account key issues and the Committee's previous work.
- 3.5. At this meeting, Members are asked to review the Committee's work over 2022/23 and consider suggestions/priority themes for 2023/24. Forthcoming key decisions are set out in appendix D.
- 3.6. Work programme suggestions should be considered against the Committee's terms of reference (see appendix A) and the prioritisation chart set out below, and be achievable in terms of the meeting time available.
- 3.7. The Committee should give consideration to issues of local importance and decisions due to be made by Mayor and Cabinet. Items within the work programme should be linked to the priorities set out in the Council's Corporate Strategy for 2022-2026:
- Cleaner and Greener
 - A Strong Local Economy
 - Quality Housing
 - Children and Young People
 - Safer Communities
 - Open Lewisham
 - Health and Wellbeing

Scrutiny work programme – prioritisation process



4. Financial implications

- 4.1. 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.

5. Legal implications

- 5.1. 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.

6. Equalities implications

- 6.1. 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. 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.
- 6.2. 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.
- 6.3. 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.

7. Climate change and environmental implications

- 7.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report. However, in February 2019 Lewisham Council declared a Climate Emergency and proposed a target to make the borough carbon neutral by 2030. An action plan to achieve this target was subsequently agreed by Mayor and Cabinet (following pre-decision scrutiny by the Sustainable Development Select Committee)¹. The plan incorporates all areas of the Council's work. Items on the work programme may well have climate change and environmental implications and reports considered by the Committee should acknowledge this.

8. Crime and disorder implications

- 8.1. 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.

9. Health and wellbeing implications

- 9.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report.

10. Report author and contact

If you have any questions about this report please contact: Timothy Andrew (Scrutiny Manager), timothy.andrew@lewisham.gov.uk (020 8314 7916)

¹ See <https://lewisham.gov.uk/TacklingTheClimateEmergency> for a summary of the Council's work in this area.

Appendix A

The following roles are common to all select committees:

(a) General functions

- To review and scrutinise decisions made and actions taken in relation to executive and non-executive functions
- To make reports and recommendations to the Council or the executive, arising out of such review and scrutiny in relation to any executive or non-executive function
- To make reports or recommendations to the Council and/or Executive in relation to matters affecting the area or its residents
- The right to require the attendance of members and officers to answer questions includes a right to require a member to attend to answer questions on up and coming decisions

(b) Policy development

- To assist the executive in matters of policy development by in depth analysis of strategic policy issues facing the Council for report and/or recommendation to the Executive or Council or committee as appropriate
- To conduct research, community and/or other consultation in the analysis of policy options available to the Council
- To liaise with other public organisations operating in the borough – both national, regional and local, to ensure that the interests of local people are enhanced by collaborative working in policy development wherever possible

(c) Scrutiny

- To scrutinise the decisions made by and the performance of the Executive and other committees and Council officers both in relation to individual decisions made and over time
- To scrutinise previous performance of the Council in relation to its policy objectives/performance targets and/or particular service areas
- To question members of the Executive or appropriate committees and executive directors personally about decisions
- To question members of the Executive or appropriate committees and executive directors in relation to previous performance whether generally in comparison with service plans and targets over time or in relation to particular initiatives which have been implemented
- To scrutinise the performance of other public bodies in the borough and to invite them to make reports to and/or address the select committee/Business Panel and local people about their activities and performance
- To question and gather evidence from any person outside the Council (with their consent)
- To make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process

(d) Community representation

- To promote and put into effect closer links between overview and scrutiny members and the local community
- To encourage and stimulate an enhanced community representative role for overview and scrutiny members including enhanced methods of consultation with local people
- To liaise with the Council's ward assemblies so that the local community might participate in the democratic process and where it considers it appropriate to seek the views of the ward assemblies on matters that affect or are likely to affect the local areas, including accepting items for the agenda of the appropriate select committee from ward assemblies.
- To keep the Council's local ward assemblies under review and to make recommendations to the Executive and/or Council as to how participation in the democratic process by local people can be enhanced
- To receive petitions, deputations and representations from local people and other stakeholders about areas of concern within their overview and scrutiny remit, to refer them to the Executive, appropriate committee or officer for action, with a recommendation or

report if the committee considers that necessary

- To consider any referral within their remit referred to it by a member under the Councillor Call for Action, and if they consider it appropriate to scrutinise decisions and/or actions taken in relation to that matter, and/or make recommendations/report to the Executive (for executive matters) or the Council (non-executive matters).

(e) Finance

- To exercise overall responsibility for finances made available to it for use in the performance of its overview and scrutiny function.

(f) Work programme

- As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every member of a select committee (or the Business Panel) to place an item on the agenda of that select committee (or Business Panel respectively) for discussion.
- The Council and the Executive will also be able to request that the overview and scrutiny select committee research and/or report on matters of concern and the select committee will consider whether the work can be carried out as requested. If it can be accommodated, the select committee will perform it. If the committee has reservations about performing the requested work, it will refer the matter to the Business Panel for decision.

The Public Accounts Select Committee has these specific terms of reference:

- (a) To exercise all the functions and roles of the overview and scrutiny committee in relation to the following matters:
- To make reports and recommendations to the Council or the Executive which promote the better custodianship of the Council's finances and to make recommendations for best financial practice across the authority.
 - To investigate the possibilities for improving the Council's financial management practice and to make reports and recommendations to Executive or Council as appropriate.
 - To encourage the highest standards of financial custodianship where necessary overseeing training activity for all members in this area.
 - To consult on and to comment on and make recommendations to the Executive in respect of the actual and proposed contents of the Council's budget and without limiting the general remit of the committee, to hold the Executive to account for its performance in respect of all budgetary matters.
 - To receive reports as appropriate from the Audit Panel in respect of their overview of contract procedure rules and financial regulations.
 - To make recommendations and reports for consideration by the Executive or Council to improve procurement practice.
 - To scrutinise the effectiveness of the Audit Panel.

Appendix B- 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).

This page is intentionally left blank

Public Accounts Select Committee work plan 2022-23

Item	Type of item	Priority	30-Jun-22	22-Sep-22	01-Dec-22	02-Feb-23	16-Mar-23
Medium term financial strategy	Standard item	All					
Financial monitoring	Performance monitoring	All	(period 2)	(period 4)	(period 7)		
Financial results 2021-22	Performance monitoring	All					
Budget pressures and management action	Performance monitoring	All					
Treasury management	Performance monitoring	All				Draft 23-24 strategy	
Budget cuts	Performance monitoring	All					
Council budget 2023-24	Policy development	All					
CYP finances	Performance monitoring	All					

Information items

Asset strategy update	Information	All					
Procurement social value policy	Information	All					
Treasury management mid-year review	Information	All					
Audit panel update	Information	All					
Reserves update	Information	All					
Capital programme review	Information	All					

Corporate Priorities**Priority**

1	Open Lewisham	CP 1
2	Quality Housing	CP 2
3	Children and Young People	CP 3
4	A Strong Local Economy	CP 4
5	Health & Wellbeing	CP 5
6	Cleaner and greener	CP 6
7	Safer Communities	CP 7

FORWARD PLAN OF KEY DECISIONS

Forward Plan March 2023 - July 2023

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 Emma Aye-Kumi, the Local Democracy Officer, at the Council Offices or emma.aye-kumi@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.

January 2022	Contract for Statutory Funeral Provision	28/06/22 Executive Director for Community Services	Corinne Moocarme, Joint Commissioning Lead, Community Support and Care, Community Services, LBL and Councillor Paul Bell,		
--------------	---	---	---	--	--

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Cabinet Member for Health and Adult Social Care		
June 2022	Digital Infrastructure Fibre Wayleave	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	Expert Assessors services for Concessionary Award Schemes	28/06/22 Executive Director for Corporate Services	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
May 2022	Procurement of a replacement Housing Management System and implementation of a Customer Relationship Management System.	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
May 2022	Procurement of Learning and Development Services Provider	28/06/22 Executive Director for Corporate Services	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
October 2022	Approval to procure for the provision of pre-paid card accounts	02/11/22 Executive Director for Corporate Services	Adeolu Solarin, MARAC Co-ordinator and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	Permission to Tender Lawrence House Ground Floor Refurbishment Works	02/11/22 Executive Director for Housing, Regeneration &	Gavin Plaskitt, Programme Manager and Councillor Amanda De Ryk, Cabinet Member for		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		Environment	Finance and Strategy		
October 2022	Approval to procure for the provision of Fixed Asset Valuations	07/12/22 Executive Director for Corporate Services	Kathy Freeman, Executive Director for Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
October 2022	Award reports for Adult Weight Management Services: Universal offer; Targeted offer	11/01/23 Executive Director for Community Services	Iain McDiarmid		
October 2022	Budget Report 2023/24	01/03/23 Council	Kathy Freeman, Executive Director for Corporate Resources, Katharine Nidd, Head of Strategic Finance, Planning and Commercial, David Austin, Director of Corporate Services and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
January 2023	Approval to Award report for Agency Managed Service Provider Procurement	08/03/23 Mayor and Cabinet	Courtney Richards and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
December 2022	Approval to Procure for the provision of Occupational Health Service and Employee Assistance Programme	08/03/23 Mayor and Cabinet	Megan Mellor, Community Coordinator 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
	Provider. Approval for the subsequent award of contract.				
December 2022	Corporate Software Solutions - Oracle Fusion/Evosys	08/03/23 Mayor and Cabinet	Sarah Lang, Development Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
June 2022	Housing Acquisition Programme	08/03/23 Mayor and Cabinet	Fenella Beckman, Director of Housing and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
November 2022	Learning Disability Framework - Permission to approve the reprocurement of a Supported Living service and extension of contracts	08/03/23 Mayor and Cabinet	Tom Bird, Integrated Commissioning Manager and		
November 2022	Lewisham Climate Emergency Action Plan	08/03/23 Mayor and Cabinet			
January 2023	Lewisham Modern Slavery Statement 2023-24	08/03/23 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and		
May 2022	On Street Advertising Contract Variation and Extension	08/03/23 Mayor and Cabinet	and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
January 2023	Permission to consult on the	08/03/23	Matthew Henaughan,		

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
	proposal to open a new SEN Provision at Launcelot Primary School	Mayor and Cabinet	Head of Business, Infrastructure, Compliance and Education and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
January 2023	Permission to extend Lewisham residents' access to Sexual Health London (SHL) for delivery of online sexual and reproductive health services (e-service)	08/03/23 Mayor and Cabinet	Iain McDiarmid, Assistant Director - Adult Integrated Commissioning and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
October 2022	Permission to extend the current lead home care provider contracts	08/03/23 Mayor and Cabinet	Tristan Brice, Associate Director, Community Support and Care and		
December 2022	Permission to procure and extensions for Mental Health Supported Housing	08/03/23 Mayor and Cabinet	Jonathan Scarth and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
December 2022	Permission to procure Supported Housing for Care Leavers	08/03/23 Mayor and Cabinet	Jonathan Scarth and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	Reduction and Recycling Plan 2023-2025	08/03/23 Mayor and Cabinet	Wendy Nicholas, Strategic Waste and Environment Manager		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			and Councillor Louise Krupski, Cabinet Member for Environment and Climate		
October 2022	Selective licensing: Consultation response and proposals to introduce a new licensing scheme	08/03/23 Mayor and Cabinet	Rhona Brown, Head of Private Sector Licensing and Housing Improvement and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
November 2022	Temporary Accommodation Acquisition Procurement (Part 1 & 2)	08/03/23 Mayor and Cabinet	Andrew Jacobs, Organisational Learning and Talent Manager and		
January 2023	Adventure Playgrounds: Procurement of Play Service and Site Maintenance and Development Service	05/23 Mayor and Cabinet	and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
June 2022	Approval to appoint operator for concessions contract at Beckenham Place Park Lake	05/23 Mayor and Cabinet	Vince Buchanan, Green Spaces Contracts Manager and Councillor Andre Bourne, Cabinet Member for Culture and Leisure (job share)		
November 2022	Approval to confirm an Article 4 Direction to withdraw permitted development rights for the change of use from	05/23 Mayor and Cabinet	David Syme, Head of Strategic Planning 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
	dwelling house (Use class C3) to small HMO's (Use Class C4)				
November 2022	Approval to re-procure the Lewisham Learning Disability Framework Agreement	05/23 Mayor and Cabinet	Tom Bird, Integrated Commissioning Manager and		
December 2022	Approval to transfer the procurement service (4C) for Housing Development from Lewisham Homes to LBLewisham	05/23 Mayor and Cabinet	Patrick Dubeck, Director of Inclusive Regeneration and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
February 2022	BfL Programme - Approval to enter into contract	05/23 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
June 2022	BfL Programme - Approval to enter into contract	05/23 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Sophie Davis, Cabinet Member for Housing Management and Homelessness		
June 2022	Building for Lewisham Budget requirements Pt1 & Pt2	05/23 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development 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
			Planning		
November 2022	CIL Governance	05/23 Mayor and Cabinet	and		
December 2022	Mayfield - Budget Requirement	05/23 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning		
January 2023	Network Links (Circuits, broadband, PSTNs)	05/23 Mayor and Cabinet	and		
	Permission to Award contract for School Kitchen Maintenance - Central Catering Contract	05/23 Mayor and Cabinet	Fiona Gavin, Senior Contracts Officer and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
	Dementia Strategy	07/23 Mayor and Cabinet	Dave Trew, Senior Air Quality Officer and Councillor Paul Bell, Cabinet Member for Health and Adult Social Care		
December 2022	Ladywell - Budget requirement	07/23 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Brenda Dacres, Deputy		

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 Member for Housing Development and Planning		
	Tender for Council Insurances	09/23 Executive Director for Corporate Services	Karen Eaton, Group Manager, Insurance and Risk and Councillor Amanda De Ryk, Cabinet Member for Finance and Strategy		
January 2023	Annual progress update on the Autism Strategy Action Plan	02/24 Mayor and Cabinet	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