

**Cabinet**

**Date of Cabinet:** 21 March 2015

**Report title** Lambeth Children's Social Care Improvement Programme

**Wards:** All

**Report Authorised by:** Strategic Director - Children, Adults and Health: Helen Charlesworth-May

**Portfolio:** Deputy Leader of the Council (Policy): Councillor Imogen Walker

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**Report summary**

Lambeth Council are committed to making the improvements required to secure the best possible outcomes for our children and young people. This report outlines key developments in children's social care improvement since the last Cabinet report in November 2015, summarises the different work streams of the Children's Improvement Programme and outlines the council's priorities for improvement going forward.

**Finance summary**

The Children's Social Care Improvement Programme identifies six work streams (described within section 4.6 of this report). There are one-off improvement costs associated with building capacity in key areas relating to these work streams. The costs of these will sit outside the Children's Social Care budget and will be met through transformation funding held centrally. The cost of this improvement work is estimated to be in the region of £300,000-£400,000 and will cover among other things a lean process review; development of practice standards (these pieces of work have already been delivered); work to reduce demand into the system, introducing a new performance framework, and training to embed a new approach to reflective supervision and a set of privileged social work methodologies.

The Children's Social Care budget is expected to be overspent over 2015/16 due to staffing levels and placement costs, and invoice payments made this year which relate to previous financial years. Planned budget reductions relating to the redesign were postponed, pending the diagnostic work, new vision and improvement programme being agreed with the DfE. A one-off contribution of £5m has been made available from reserves to off-set this overspend, with additional resources of up to £400k allocated to cover the costs of the improvement work. This was previously agreed in the November 2015 Cabinet report.

To avoid an overspend continuing in 2016/17 this has been addressed through the budget setting process through bottom-up planning based on the costs for the redesigned staffing structure and the setting of detailed budgets for placement activity. Budget management responsibilities are being refocused to sit with team managers and retraining on the systems and processes is underway within the teams in order to improve financial management. This is being reinforced by a more rigorous budget monitoring process that has been endorsed by the Corporate Management Team. It is anticipated that this will help managers to actively manage pressure in the system.

## **Recommendations**

- (1) That Cabinet note developments since November 2015, including the Improvement Notice issued on 16 December 2015, the Prime Minister's announcement about poorly performing local authority children's services on 15 December 2015, a letter from the Department for Education (DfE) dated 12 January 2016 and a DfE Stocktake meeting held on February 16 2016.
- (2) That Cabinet endorse the progress which has been made in relation to Children's Social Care improvements so far, including progress toward key milestones, and note the feedback from the two Ofsted improvement visits.
- (3) That Cabinet endorse the priorities for improvement going forward and note the progress which the DfE and their appointed expert advisors, Morning Lane Associates, will expect to see by June 2016.

## 1. Context

- 1.1 Following an Ofsted inspection in May 2015 Lambeth's Children's Services were judged to be inadequate. Since then much work has taken place to reflect on the underlying causes of the judgement, to develop a comprehensive work plan in response (the Children's Social Care Improvement Programme) and to ensure that we are focussed on outcomes for children and families, rather than on process and compliance.
- 1.2 Since the November 2015 Cabinet update there have been a number of key developments which have significantly increased the pace at which the changes outlined in the Improvement Programme must be delivered. Every effort is being made to ensure that the work we do is focussed on the children in our care and improving the quality of the service we provide to children, young people and families.
- 1.3 On 16 December 2015 the council received its official improvement notice<sup>1</sup> from the minister of State for Children and Families. The letter explained that Morning Lane Associates (MLA, the DfE-appointed improvement advisor) and the DfE will formally review progress against the council's improvement plan at least every six months.
- 1.4 On 14 December 2015 the Prime Minister announced that failing local authority children's services that do not show significant improvements within six months will be put under the purview of an independent commissioner and potentially taken over by high performing authorities, teams of experts or charities. This announcement, particularly the short turnaround time indicated, significantly increased the pressure on the Lambeth's improvement planning.
- 1.5 On 12 January 2016 the council received a letter from the DfE<sup>2</sup> confirming that a formal review of Lambeth's improvement progress will be held in June 2016 and that this will result in a judgement on whether the council can retain control of its children's services. The letter makes clear that by June the DfE expect Lambeth to be able to "demonstrate effective performance in a number of social work teams". The letter included 15 questions arising from the Lambeth's improvement plan. The council's and LSCB's responses to each of these questions are included in appendix 1.
- 1.6 On 16 February 2016 the DfE hosted a formal stocktake meeting in Lambeth to which the Deputy Leader (Policy), Chief Executive, Strategic Director Children Adults and Health and Director of Children's Services attended, along with MLA and Ofsted. The purpose of this meeting was to:
  - come to a shared understanding of Lambeth's strategy and progress to date including successes and key areas of risk;
  - provide assurance to DfE on key areas highlighted in January 2016 letter; and,
  - come to a shared understanding of role and requirements of improvement partners including what MLA will be looking for in June (and when in June they will be coming), and what Ofsted will be looking for as part of their ongoing improvement offer.

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<sup>1</sup> Supporting document 5 of appendix 1

<sup>2</sup> Supporting document 1 of appendix 1

Appendix 1 is the supporting document pack that was circulated ahead of that meeting. The minutes and actions from that meeting are at Appendix 2 which confirm that the DfE was satisfied with progress to date.

- 1.7 The remainder of this report provides more detailed updates on specific areas of the children's social care improvement programme.

## **2. Proposal and Reasons**

### **Children's Social Care Improvement Programme**

- 2.1 Our ultimate goal is to enact real change and enable real improvements in outcomes for our most vulnerable children and their families, and every effort is being made to ensure that their 'voice' is being incorporated into the improvement programme to ensure that we deliver for them.
- 2.2 The Children's Social Care Improvement Programme<sup>3</sup> has been updated to bring the actions and recommendations within the previously agreed Priority Action Plan, the Morning Lane diagnostic<sup>4</sup> and the Vision and Strategy together into a single programme for change.
- 2.3 The improvement programme is a major work plan dealing with significant issues requiring considerable organisational capacity and commitment from across the council and its partners. The Programme sets out in detail the actions which are required to deliver systematic and cultural change alongside some of the process improvements that are needed. It is divided into six key work streams which are outlined below with progress updates from November.

### **Communicating the Vision**

- 2.4 The purpose of this work stream is to ensure that the vision is communicated by inspirational and committed senior management and political leadership to staff, partners and families. Significant work has been undertaken by the Leader, Chief Executive, Strategic Director, LSCB interim chair and Director of Children's Services to ensure partners, and all parts of the council understand the importance of the children's improvement programme and the role they must play in it.

### **Reshaping the service**

- 2.5 Lambeth is in the process of restructuring Children's Social Care to enable social workers to undertake meaningful and quality social work practice which makes a real difference to people's lives. A new structure is being implemented, which will introduce smaller teams, an advanced practitioner role, an appropriate level of business support and fewer management layers. This will start to be put in place by the end of the financial year. As a result of this restructure all managers will go through a robust assessment process in order to be appointed within the new structure.
- 2.6 To demonstrate rapid pace and show that senior leaders both know 'what good looks like' and can put this in place, alongside the formal redesign the department launched six pilot

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<sup>3</sup> See supporting document 9 of appendix 1

<sup>4</sup> See supporting document 3 of appendix 1

teams of social workers in March<sup>5</sup>. There are two teams in Referral and Assessment, two teams in Family Support and Child Protection and two teams in Children Looked After. Further teams are due to start coming on stream from April onwards following the formal redesign.

- 2.7 Two permanent Assistant Directors have been appointed and will be joining the organisation in the coming months.

### **Setting and embedding Social Care Values and Standards**

- 2.8 The Director of Children's Services has agreed a new set of Social Care Standards coproduced with over 200 staff through a series of workshops, interviews and drop-in sessions in January and February 2016. The standards are designed to set a baseline for good practice in way that is agreed upon by the council's employees and to support and inform the HR and performance management frameworks.

### **Social Work Practice**

- 2.9 Through this work stream the department will build up professional competence and confidence, ensure that regular and effective supervision takes place, and make sure decision making is at the right level. It will ensure that social workers have the skills and support to be able to:

- identify and manage risk to children and families;
- minimise necessary involvement in the lives of children and families;
- help families to change for the better; and,
- apply a set of social work tools or privileged social work methodologies.

- 2.10 The Director of Children's Services has agreed on a core set of tools, models and theories for social work which reflect the council's vision and values<sup>6</sup> ('privileged social work methods'). All social workers and managers within the new organisational structure will receive training and support in relation to these methods beginning in March 2016. The department will track outcomes of cases where the privileged methods are used so there is a robust evidence base going forward as to their efficacy. Lambeth will continue to be part of DfE pilot to test the process of introducing social work accreditation.

- 2.11 Throughout January and early February 2016 staff across children's social care were engaged in the development of a new set of practice standards for social work, through a series of workshops, interviews and drop-ins.

### **Whole- System Organisational Support**

- 2.12 This work stream delivers the building blocks the organisation and wider partnership need to put in place to ensure Children's Social Care can improve. This includes effective technological support (including the move from Framework-i to Mosaic at the end of the financial year), finance, performance management, procurement, communications and legal services.

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<sup>5</sup> See supporting document 11 of appendix 1

<sup>6</sup> See supporting document 8 of appendix 1

- 2.13 In terms of HR this will include developing and implementing a workforce strategy that includes a Recruitment & Retention Strategy, a Learning & Development Strategy and embeds the policy and system for regular, reflective supervision, with mechanisms for measuring compliance and quality.
- 2.14 Since the last report to Cabinet in November 2015 a monthly performance digest has been introduced and a dedicated improvement team providing additional capacity to the DCS. Additional capacity has also been brought in to support HR activity (including the Recruitment & Retention and Learning & Development strategies) in the form of a former HR Director. Around 20 other council employees, largely from corporate resources (including HR, analytics, performance, finance, legal), have also been tasked with prioritising this work and their involvement is being coordinated by the improvement team.
- 2.15 Regular monthly Children's Scrutiny Commission meetings are being set up with the focus of providing challenge on the performance digest and the delivery across the six work streams.
- 2.16 Throughout January and February 2016 the Department has been working with one of the DfE's named improvement partners, RedQuadrant, to identify ways to reduce bureaucracy within the department<sup>7</sup>. This piece of work has involved engaging staff at all levels in work shadowing, diary studies, systems reviews and customer journey mapping and has identified 20 different projects which are being scoped and prioritised for delivery.

#### **Local Safeguarding Children's Board and the role of individual partners**

- 2.17 This work stream sets out the key actions for partners in order to build a strong, active and well-supported LSCB and to establish a broader child-focused system that understands how to manage risk in a way that is beneficial to children and their families.<sup>8</sup> Through the appointment of an interim chair of the LSCB and a new LSCB business manager much progress has been made in the last 6 months<sup>9</sup>:

- all sub groups are regularly meeting;
- a dataset is regularly reviewed and challenged;
- a multi-agency audit programme is in place and audits being undertaken; and,
- a permanent Chair, Andrew Christie, has been appointed.

There is now a base from which the new Chair can move forward. Clear future priorities are: to continue the board's development, embed understanding of thresholds, complete the updating of terms of reference for the sub-groups, develop the new approach to S11 audits and organise and deliver the training programme for 2016/17.

#### **Progress and improvements to date**

- 2.18 It is important to note that since the Ofsted inspection the department has delivered some tangible improvements in both process and outcomes for children and families.

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<sup>7</sup> See page 29 of appendix 1

<sup>8</sup> See supporting document 16 of appendix 1

<sup>9</sup> See supporting document 15 of appendix 1

### **Feedback from Ofsted monitoring visits**

- 2.19 The two Ofsted monitoring visits undertaken since November 2015<sup>10</sup> indicate that the council is moving in the right direction in relation to leadership and management, quality of performance information and strength of audits, and is beginning to show some early signs of improved practice with drift and delay within the cases they examined reduced over recent months.
- 2.20 However, the reports from these visits continue to highlight concerns about consistency and quality of social work practice and the effectiveness of quality assurance processes, which are identified as key priorities in section 4.1 of this report.

### **Performance indicators**

- 2.21 Following concerted efforts there have been improvements in a number of key indicators including:
- the proportion of child and family assessments completed in 45 days;
  - the proportion of Child Protection Review (CPR) conferences held within timescale; and,
  - the proportion of children who cease to be looked after because of a special guardianship order (SGO).
- 2.22 Across the board the fostering data shows a stable service but more work is needed to fast track the department's strategy of increasing the number of in-house foster carers.

### **Performance and Quality Assurance**

- 2.23 Since the new interim DCS and interim LSCB chair have been appointed much progress has been made to develop a set of indicators for Children's Social Care and for the LSCB more broadly<sup>11</sup>. However, it is vital that performance data is not seen as standalone. Quality Assurance mechanisms must sit alongside so that the quality of practice can be continuously improved.
- 2.24 The department's quality assurance framework (QAF) is under further development<sup>12</sup>. The refreshed QAF will bring together QA activity in a more coherent way to drive service improvement more consistently. It will identify both what good practice looks like and how

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<sup>10</sup> See supporting documents 13 and 14 of appendix 1

<sup>11</sup> November 2015 – A draft Children's Social Care digest was populated and presented to the DCS and MLA for early feedback and data interpretation. The LSCB performance digest was challenged at the LSCB in the latter part of November.

December 2015: A mock digest was presented to the Children's Services Improvement Board and senior managers within Children's social care in December 2015 and was endorsed as meeting requirements.

January 2016: The digest was populated with December 2015 data and is being used formally to track performance within Children's Social Care Management and the Improvement Board. This version of the digest brings together the manual and automated Framework-i data into a single document. See appendix one for the January 2016 data digest.

February 2016: see appendix three for the February 2016 data digest.

<sup>12</sup> See pages 16-18 of appendix 1

at both a service-wide and function level it will be tested through qualitative measures, quantitative measures and audit.

- 2.25 An experienced Head of Quality Assurance has been in place for the last four months and has brought significant leadership to the service, and a new permanent AD for Quality Assurance has been appointed and is due to join the organisation shortly. Under the direction of the Head of QA improvements have been made to the department's approach to auditing and the quality of data and analysis that is undertaken (this was endorsed in the most recent Ofsted review).

**Priorities for improvement: Consistency and quality of social work practice**

- 2.26 The two Ofsted monitoring visits have identified a need to ensure:

- the quality of direct work with children and families is of a consistently good standard;
- case records explain drift and delay for the child to understand when they are older;
- audit recommendations are always being addressed; and,
- the effectiveness of Independent Reviewing Officers (IROs) is improved, the quality of Child Permanence Reports is improved.

Immediate actions are being taken to address these issues; however, it is unlikely that the department will see consistently solid practice until it has moved to the new structure and firmly embedded approaches to performance and supervision.

- 2.27 The consistency and quality of reflective supervision - there are some examples of good quality reflective supervision taking place and the frequency of supervision is improving, but this is not consistent. Expectations have been made clear to all staff, and are set out in the new Lambeth standards. All social workers and managers will receive training on reflective supervision and the quality of this supervision will be audited for all teams as they move into the new structure.

**Priorities for improvement: Performance indicators**

- 2.28 It is important to provide context to our current progress on performance indicators. The service is in the initial implementation stages of a radical change programme which affects both staffing and practice significantly. With this in mind, we anticipate some fluctuation in performance indicators whilst the service adjusts. Moreover, monthly variations in performance data are expected and we are aiming for a gradual long-term improvement. Currently, incomplete or unreliable historic data mean that we still need to build a long-term data profile in order to get an accurate picture of progress.

- 2.29 Priority areas for improvement remain the same as in January:

- Referrals leading to a C&F Assessment (SG02) – Following steady improvements over the last quarter, performance has dropped back to the lowest levels in the last year. The targets set are based on the conversion rates from contact to referral and referral to assessment in a typical London authority. However Lambeth has three times as many contacts and referrals as statistical neighbours. The decline this month is because team managers have recently been given the ability to close down a

referral (this decision used to sit at service manager level) if they do not think there is sufficient evidence that it meets thresholds. In the short term this will account for a decline in the number of referrals leading to assessment. As referring agencies gain a better understanding of thresholds the conversion rate is expected to improve.

- Children seen alone (SG09) and LAC whose visits were conducted in timescale (LC08) - these indicator continues to fluctuate and work is progressing to ensure consistency of practice and recording.
- Health assessments (LC06 and LC13) – health assessment remain a concern. An electronic process of referring to Health has been introduced to speed up the exchange of information between Health and Children Social Care. The timeliness of Initial Health Assessments is dependent on the partnership working of the child's social worker, health clinicians and the foster carer. There are issues with out of borough health assessments and in encouraging older teens to attend their assessments. Further solutions and protocols need to be developed. We have summer.
- Thresholds and understanding of risk (SG12 and SG14) – we expect that between 40-45% of S.47 will go to ICPC and about 90% of these will become subject to a plan. This is a good indicator of decision making around safeguarding thresholds as it can suggest that either potentially more cases are deemed S47 than is actually required or that the decision making did not take full account of the risks identified. Investigation into the January cohort identifies that fewer s.47 needed to go to initial conference this month and of these for two families their circumstances had changes positively at the time of the conference that a plan was not required. SG.17 has remained the same but we are auditing all cases subject to a plan for over 12 months and these will be reviewed by the Head of Service.
- Placement stability (LC02) – A review is underway to understand the proportion of children for whom a change in placement is a positive outcome and to establish where in the child's journey unnecessary placement moves have occurred (for example are the moves happening as a result of emergency placements early in the child's journey).
- Outcomes for care leavers (LC18) – There are some recording issues with this indicator; however, there is also an actual issue with performance. A NEET specialist personal advisor is being brought into the service to provide expertise and support to care leavers and partnerships are being created with local businesses and through the council's employment service.

### **Moving forward: June 2016**

2.30 By June when DfE/Morning Lane review children's social care the following signs of recovery are expected:

- the vision embedded across the workforce;
- completion of the formal restructure;
- six pilot teams fully operational and delivering improved outcomes for children through the new service standards and privileged methods;
- learning & Development and Recruitment & Retention strategies in place and operational with recruitment to vacant posts concluded; and,

- timeliness improving in adoption, care proceedings, visits, conferences and assessments.

2.31 Within the pilot teams the following is expected:

- social workers who can talk confidently about: their cases, the evidence they used to decide on particular interventions/social work methods and some examples of the difference this has made to the lives of children. A selection of cases from the 6 pilot teams will be audited in May 2016;
- managers who can explain: the benefits of using the six privileged methods, how they have supported their staff to take their own decisions about cases and how they have supported staff development;
- evidence that managers use performance data (including new weekly performance dashboard) to investigate trends and make changes;
- all cases up to date on Framework-i/and from April on Mosaic;
- positive feedback from pilot staff about the impact of learning and needs analysis and subsequent training and coaching; moving to smaller teams; having dedicated business support officers within each team;
- positive feedback from pilot staff and managers about leadership within Children's Social Care; and,
- evidence of 3 x monthly reflective supervisions for each team member (March-May), and evidence of group supervision. Some of these supervisions have been audited by the QA team and any necessary improvements made. Staff can talk about the benefits of their reflective supervision.

2.32 For the LSCB the following is expected:

- a business plan and budget agreed for 2016/17;
- well attended meetings and sub group meetings at which there is robust and constructive challenge between partners;
- a quality dataset and programme of multi-agency audits to which all partners contribute; and,
- a programme of partnership learning and development activities underway.

### **Moving Forward: September 2016**

2.33 In September 2016 the department will be undertaking a LGA peer review across the council's children's social care services, leadership and management and the LSCB. This will give robust an independent challenge as to the strength of the department's internal quality assurance arrangements and the extent of its self-awareness.

## **3. Finance**

3.1 The Children's Social Care Improvement Programme identifies six work streams (described within section 4.6 of this report). There are one-off improvement costs associated with building capacity in key areas relating to these work streams. The costs of these will sit outside the Children's Social Care budget and will be met through transformation funding held centrally. The cost of this improvement work is estimated to be in the region of

£300,000-£400,000 and will cover among other things a lean process review; development of practice standards (these pieces of work have already been delivered); work to reduce demand into the system, introducing a new performance framework, and training to embed a new approach to reflective supervision and a set of privileged social work methodologies.

- 3.2 Other changes which are proposed through the improvement programme are expected to be delivered within existing revenue and capital budgets. Any changes that do have financial implications will be brought back to Cabinet for decision before they are implemented.
- 3.3 The children's social care revenue budget for 2015/16 will be overspent mostly as a result of both staffing levels and placement costs being above budget and invoice payments made this year but which were related to previous financial years. The planned reorganisation of the service was put on hold following the Ofsted inspection until the improvement plan was approved. This has meant that some £5m of savings in the financial year have not been achievable and therefore a one-off contribution of £5m has been made available.
- 3.4 To avoid an overspend continuing this is being addressed through the budget setting process for 2016/17 with bottom up planning based on the costs for the redesigned staffing structure and the setting of detailed budgets for placement activity. The Oracle budget management hierarchy is also being amended so that responsibility will sit with team managers. Retraining on Oracle processes is underway and will be rolled out for new staff/teams to improve the quality of financial management. The Corporate Management Team has agreed a more rigorous budget monitoring process going forward that reemphasises the responsibility on budget managers to remain within budget and urgently identify recovery action where overspends are forecast. It is anticipated that this will help managers to actively manage pressure in the system.

#### **4. Legal and Democracy**

- 4.1 The Children's Social Care Improvement Programme has been devised following the Morning Lane diagnostic and in response to the Improvement Notice issued by the Secretary of State. Should the council fail to deliver the improvement programme at a satisfactory level this could result in the Minister invoking statutory powers of intervention under s497A of the Education Act 1996 to direct the council to enter into an appropriate arrangement to secure the improvements required in children's services.
- 4.2 No additional comments from Democratic Services.

#### **5. Consultation and co-production**

- 5.1 It is important that the council continues to involve a wide range of people. The Communicating the Vision work stream of the Improvement Programme aims to share the ambitions and values of the service via inspirational and committed senior management and political leadership to staff, unions, partners and families. This will ensure that the Vision and Strategy offers a holistic, sustainable response with meaningful actions able to deliver better practice and better outcomes for children and young people in Lambeth. Consultation with internal and external stakeholders is ongoing.

- 5.2 Staff receive regular updates on improvement activities at staff engagement events and via a dedicated intranet site, and have the opportunity to help shape the changes needed to move the transformational work forward. They also have the opportunity to gauge how the service is responding and capture issues that may impede progress through regular social work fora and managers' fora. Social work standards and bureaucracy reduction work has been co-produced with staff.
- 5.3 A Children's Scrutiny Commission has been established and is meeting monthly to scrutinise the children's performance digest on a monthly basis and to undertake focused challenge sessions on particular topics. The Children's Services Improvement Board will continue to drive the improvement programme until the LSCB is fully functional.
- 5.4 Further work is required to ensure the voice of children and young people is being adequately heard and addressed through the improvement programme. The Children in Care Council has been fully briefed about the plans and their views will be sought about any matters that could be improved upon. Part of ongoing training of social workers will be to ensure that the voice of the child is clear in all assessments and work with young people. Mechanisms to seek the views of other groups of children, (in particular children who are subject to a child protection plan who are a group who are traditionally hard to reach and engage with) will also be developed.

## **6 Risk management**

- 6.1 Throughout the planning of the change programme the council has held in balance a focus on maintaining business as usual, managing the risk that is inherent in running an under-performing service and trying to rapidly progress with an ambitious programme of improvement<sup>13</sup>.
- 6.2 The Children's Social Care Improvement programme cannot be achieved without taking considered risks. These risks will be managed through:
- a comprehensive and robust programme management approach, including the improvement team keeping a strategic and organisational risk log;
  - a weekly programme board chaired by the Chief Executive;
  - monthly Children's Services Improvement Board chaired by the Chief Executive, with challenge from MLA;
  - quarterly challenge by cabinet; and,
  - monthly challenge by scrutiny.
- 6.3 Major risks and mitigations include:
- Maintaining a safe service through the transition. This will be mitigated by ensuring the sequencing of actions and communications is right
  - The risk that the council will compromise on the standard of staff appointed to ensure the service has adequate capacity. This will be mitigated by bringing in additional short-term capacity to keep the service safe whilst permanent recruitment takes place.

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<sup>13</sup> See page 30 of appendix 1

- Improving organisational culture at a time of high staff turnover. Senior leadership will continue to host a series of briefings to encourage staff and there will be a specific focus on recruitment and retention, training, staff relations, culture and morale.
- Maintaining whole-organisation priority and focus on children's social care improvement. All members of the Children's Services Improvement Board hold strategic positions and are able to delegate and mobilise resources to expedite outcomes. The role of lead member has been strengthened.

## **7 Equalities impact assessment**

- 7.1 A discussion was held in November 2015 with the Corporate EIA panel to examine the quality of equalities evidence in relation to Children's Social Care and identify key emerging equality issues which need to be addressed. A further discussion is programmed for the late spring. Equalities considerations are at the heart of this improvement programme which is designed to improve outcomes for some of Lambeth's most vulnerable children, young people and their families.

## **8 Community safety**

- 8.1 As a result of delivering the Improvement Programme Lambeth's children will remain protected from risk of harm. This will be done more specifically by improving the effectiveness of the Local Safeguarding Children's Board, improving child protection planning and improving how the organisation collects and uses data especially in respect of child sexual exploitation and children who are missing from home, school or care.

## **9 Organisational implications**

- 9.1 Environmental  
None.

- 9.2 Staffing and accommodation  
There will be staffing implications as the department reduces reliance on agency workers and introduces a new organisational structure which reduces management layers and creates smaller teams. This restructure has been conducted in line with appropriate processes and consultation with unions.

- 9.3 Procurement  
None.

- 9.4 Health  
As a result of delivering the Improvement Programme the health outcomes for Lambeth's children should improve.

## **10.1 Timetable for implementation**

- 10.1 The timetable for implementation is summarised on page 10-13 of Appendix 1. Key milestones are on June 30 and again in December 2016 where the DfE will make a decision about progress against the requirements set out in the improvement notice.

<b>Audit trail</b>				
<b>Consultation</b>				
<b>Name/Position</b>	<b>Lambeth cluster/division or partner</b>	<b>Date Sent</b>	<b>Date Received</b>	<b>Comments in para:</b>
Rebecca Eligon	Improvement Team, Children's social care	16.02.16	22.02.16	Throughout
Helen Charlesworth-May	Strategic Director, Children's, Health and Adults	04.03.16	07.03.16	
Ian Smith	Director Children's Social Care	26.02.16	04.03.16	
Sean Harris	Chief Executive	04.03.16	09.03.16	Finance summary, 7.3
Nilesh Jethwa	Finance	22.02.16	22.02.16	Finance summary on page 1, 6.1, 6.2, 6.3 and 6.4
Fateha Salim	Legal Services	26.02.16	26.02.16	Legal summary and throughout
David Rose	Democratic Services	26.02.16	26.02.16	Throughout
Councillor Imogen Walker	Deputy Leader (Policy)		09.03.16	Throughout
Maria Burton	LSCB Business Manager	22.02.16	22.02.16	2.17and 5.3
Carmel Howard	Head of People Management	22.02.16	26.02.16	

<b>Report history</b>	
<b>Original discussion with Cabinet Member</b>	On-going
<b>Report deadline</b>	09.03.16
<b>Date final report sent</b>	10.03.16
<b>Report no.</b>	198/15-16
<b>Part II Exempt from Disclosure/confidential accompanying report?</b>	N/A
<b>Key decision report</b>	No
<b>Date first appeared on forward plan</b>	N/A
<b>Key decision reasons</b>	N/A
<b>Background information</b>	N/A
<b>Appendices</b>	<ol style="list-style-type: none"> <li>1. Report prepared for meeting with DfE, Ofsted and MLA 16/2/16</li> <li>2. Minutes and actions from Stocktake meeting 16/2/16</li> </ol>