Children, Young People and Families
Workforce Development Plan
Contents

1. Introduction

2. Workforce Development Plan (using an integration framework)

   2.1. Shared identity and vision

   2.2. Common values and language

   2.3. Behaviours focused on positive outcomes for children and young people

   2.4. Integrated work practices

   2.5. High quality, appropriately trained workforce

   2.6. Complementary roles focused around children and young people

   2.7. Capacity to deliver and keep children safe

   2.8. Outcome focus

3. Action Plan

4. Partner Organisations
1. Introduction

This workforce development plan in respect of children’s social care is a critical ingredient of the Community and Children’s Services Workforce Plan that the City of London Corporation and its partners are developing for the next three years. The national context for workforce strategic planning remains shaped by ‘2020 Children and Young People's Workforce Strategy’ (2008) that followed the policy direction of ‘Every Child Matters’. The coalition government has reinforced expectations around early intervention and prevention as well as safeguarding. The more recent Munro Review and Social Work Taskforce reports have emphasised the need for strong leadership, a culture which focuses on learning not punishment, a need for reflective, evidence based practice and a less process driven approach to child protection work. Both have at their heart the belief that social workers, and by implication all practitioners, must be allowed to develop the skills they need to make sound judgements. Part of the sound evidence being that the Corporation has for this plan is that the work of Professor Munro includes an example of excellent practice drawn from the work of the children’s service of the Corporation.

Because this workforce development plan will contribute and fit with the Community and Children’s Services Workforce Strategy, which the Corporation and its partners are developing, it has been set out using a framework for the integration of services. Using a similar approach for the other components of the overall workforce plan will mean there will be no need for any reconfiguration of plans to create the overall plan to support integration of services within the Corporation and with partner organisations. The framework has eight headings and was largely developed by the former Children’s Workforce Development Council to support integration across organisations and professional groups working with children, young people and families. The framework headings are:

1. Shared identity and vision
2. Common values and language
3. Behaviours focused on positive outcomes for children and young people
4. Integrated work practices
5. High quality, appropriately trained workforce
6. Complementary roles focused around children and young people
7. Capacity to deliver and keep children safe
8. Outcome focus

Each section starts with a brief summary about the framework intent. These are followed by an Action Plan that sets out each area of work, who is leading, with a summary of timetable and milestones including reporting route.
CPEA Ltd is grateful for the contributions of the staff of the City of London Corporation and partner organisations and acknowledges the use of the following reports and papers:

Children’s Workforce Development Council 2010 ‘One Children’s Workforce Framework’
City of London Children and Young People’s Plan
City of London Department of Community and Children’s Services Business Plan 2010-2013
City of London - Early Intervention and Prevention Framework
CPEA 2012 Pressures and Priorities paper for the Community and Children’s Services Department
CPEA 2012 Workforce issues from Ofsted Inspection – City of London
CPEA Notes from Partnership seminar on workforce 4 January 2012
Gerald Mehrtens - Draft workforce action plan March 2012
Mary Hope Associates Ltd 2011 City of London Community and Children’s Services Workforce Plan 2011
Ofsted 2012 ‘High Expectations, high support and high challenge’
Ofsted 2012 Inspection of safeguarding and looked after children services – City of London
2. **Workforce Development Plan** (using an integration framework)

2.1. **Shared identity and vision**

This is about everyone working towards the same end and feeling part of one workforce, focused on improving the lives of children and young people.

‘Starting and developing well’ - A vision for all children, young people and families to achieve their full potential will include

- **Start Well**, 
- **Develop Well**, and 
- **Learn Well**.

The focus for the City of London is the transformation of services to early intervention and prevention. This necessitates building skills in the workforce around their capability and confidence to work with families in a supportive manner, (while listening to children) and to work with partners and contracted organisations. In particular social workers will, as required and appropriate, take on the role of lead professional to ensure that families and children experience a seamless service. As recommended by Munro, practitioners will need particular skills relating to safeguarding using evidence based research. Munro describes the need for great leadership, evidence based practice, clearer partnership working, better recruitment and training. This emphasises the need for strong leadership, a culture which focuses on learning not punishment, a need for reflective, evidence based practice and a less process driven approach to child protection work. At the heart of the Munro work is the belief that social workers must be allowed to develop the skills they need to make sound judgements. The emerging plan for City of London children’s social care services is to shift further from a reactive targeted service provision towards services that work in partnerships with the community and other agencies to break the intergenerational nature of underachievement and deprivation in the City amongst the families that are most at risk of negative outcomes.
Principles of Seamless Service Continuum adopted by the City of London

- The needs of most children and young people will be met within universal service provision without the need to access more targeted or specialist support.

- By intervening early before issues escalate there will be a reduction of referrals to children’s social care and other acute services and a single point of contact will enable families to tell their stories once.

- The Common Assessment Framework (CAF) will provide an early, holistic assessment initiated at the point additional needs are identified.

- A completed CAF will identify which services are required to meet a child’s needs and, if required, may lead to a multi-agency action plan and the identification of a lead professional.

- The CAF and role of lead professional will be the key process for families to experience seamless service provision and will be shared with practitioners appropriately, in order to develop the integrated multi-agency support required.

- Early identification of multi-agency support will ensure that the majority of children and young people should not need a specialist intervention until all preventative approaches have been exhausted.

- Any situation, in which as a result of crisis, where a child or young person needs a specialist intervention before a preventative intervention, will be reviewed to find out how and why the crisis was not predicted or anticipated and preventative measures put in place.
• Access to universal services will be maintained and promoted for children receiving specialist support or interventions.

• If specialist interventions are due to end, services must ensure any continuing needs are identified, with a plan in place to meet these. Multi-agency support must be identified using the CAF, a multi-agency Action Plan and agreed Lead Professional.
2.2. Common values and language

This is about everyone sharing the same belief in helping to improve the lives of children and young people. It is also about using plain English and cutting out jargon to ensure that everyone understands what is going on whilst still acknowledging that specialist language has a time and place.

The City of London Corporation will, through the Health and Well Being Board, be responsible for a strategic plan to deliver all the above and it is possible that a dedicated resource will need to be engaged to deliver the secretarial support and carry out specific projects on behalf of the Board. Alongside the creation of the Health and Wellbeing Board and the plan for Children’s Services in the City (for the shift from a reactive targeted service provision towards services that work in partnerships with the community and other agencies) are the recent developments to establish an Assistant Director for People bringing together children’s services and those for adults.

The Government’s Healthy Lives, Healthy People White Paper proposed the transfer of public health responsibilities to local authorities and for the Corporation this is likely to take place from April 2013. There will be a Government developed workforce plain relation to those staff under taking public health functions. However the size of the City of London means that it is unlikely to have staff transferred from other organisations.

The Corporation will need, with partners, to meet the requirements to develop:

- holistic approaches to improve health and well-being;
- develop integrating approaches and services with adult social care,
- consider actions related to safer communities and child accident prevention,
- children and young people’s services for all vulnerable residents and
- with trading standards, environmental health, to tackle wider issues such as air quality and noise pollution.
Staff of the Corporation and partner agencies commonly comment that working for children, young people and families in the City is different. In part this is due to size, with one primary school and a small number of children in need. Secondary school places are secured through City sponsorship of three secondary academies.

To fulfil its responsibilities to deliver high quality public services the Corporation requires staff that can multi-task and cover a number of specialisms that in other authorities would have dedicated teams or individuals. A number of aspects of the services provided to the people of the City are commissioned from neighbouring authorities, subject to partnership arrangements or specialist providers. There are advantages to these arrangements in particular the speed of response to changed need or new opportunities for improvement but also some complexity in understanding how services are provided.

Integration is less about organisational structuring so much as cooperation between knowledgeable staff. It is for this reason that an induction programme to working in the City is proposed. This will be an induction for all services for the public with contact with children, young people and families. Employers of partner organisations and the Corporation will remain responsible for the induction into their organisation of staff but in addition staff would take part in induction to:

- how their work setting links to the partnership that supports children, young people and families,

- the particular issues and approach to services by the City of London Corporation and

- how cross city services are structured and governed.
2.3. **Behaviours focused on positive outcomes for children and young people**

Everyone who is part of the children and young people’s workforce should behave as part of a team around the child and young person. The aim is for everyone to share a common ambition – to make life better for children and young people.

The transformation of services will require new skills from the workforce; in particular staff will need to be able to work with families in a supportive manner, (and listening to children) to work with partners and develop not only the skills of working with the Common Assessment Framework, to take on the role of Lead Professional if appropriate, but also of delivering joined up seamless services. They will need to be able to commission and performance monitor services delivered on behalf of the authority. They will need to be able to embed the skills of evidence based judgements relating to safeguarding that Munro advocates.

In relation to this the Ofsted report of April 2012 assisted in identifying some particular areas for development around recording:

- Outcomes for Children and Young People that are specific, measurable, attainable, relevant and timely (SMART) – while this will be mainly supported through supervision there may well be need for some focused training
- Electronic recording system needs attention in order to allow all information and records to be readily entered and accessed for review – staff input needed on design, testing, acceptance and training for use.
- It is understood that quantity data for performance review is sufficient but that there is insufficient quality data. The best way to deal with this is to engage front line staff more closely in the performance review process. This approach can provide both a source of quality data while also feeding the performance review findings directly into practice improvement.
2.4. Integrated work practices

Integrated working practices are about having the right tools, processes and culture to allow everybody to work in an integrated way.

Generally there is good integration of services between partner organisations but it is agreed that further development and embedding is required and that the partnership in the City can become an outstanding example. Particular attention is needed on recording of partnership decisions and the sharing of plans.

Actions are:

- City of London Corporation and NHS sharing of plans through the Health and Well Being Board
- Partnership contributions to the City of London Corporation information services and possible collective use of relevant sections of partner web sites
- Use the established Partnership seminars to identify themes for joint consideration with research and academic partners – Goldsmiths College.

In addition there is need for strategic work to share and consult with staff and Partners on the Early intervention and Prevention Framework to:

- Determine the range and capacity of universal and targeted services.
- Promote Common Assessment Framework as the common tool to assess needs at the earliest stage.
- Support partners to adopt the Levels of Support routes.
- Build knowledge and confidence with partners around the Framework to reduce the need for referrals by signposting to universal services.
- Consider the opportunities for potential co-location and joint delivery of services.

The City of London Corporation have an established young apprenticeships scheme. Consideration can be given to using this as a core resource with partner agencies to extend the range of learning opportunities through training placements.
and to increase the numbers of people offered the learning and work opportunity. It is reported that there are a small group of young people living within the city that are without work and are not engaged in education or training. An approach that creates a personalised plan and monitored action for these young people to draw them into learning and work is required.
2.5. **High quality, appropriately trained workforce**

A high quality, appropriately trained workforce is about having the right people with the right skills feeling confident, prepared and working well together.

As reported in the Ofsted Inspection report 2012 the City of London Corporation has ‘established a children’s social work team that is staffed by experienced and qualified social workers and case loads are low so that staff are able to prioritise emergency child protection issues. This is an important improvement over the recent past that there is now an established, stable team of experienced social workers and managers. The aim now is to use that stability to further develop and improve practice and to create a team that can sustain those improvements through normal and to be expected staff turnover.

In February 2012 Ofsted published ‘High Expectations, High Support and High Challenge’, which analysed how better support for front line social work staff can more effectively protect children. This provides further evidence of the need for sustained activity on supervision driven professional development. There is to be a programme of supervision and management support for City of London Corporation staff and those from partner organisations. This programme is grounded in the Professional Capabilities Framework to ensure that the managers, social workers and other professional staff are able to exhibit the full range of professional skills, knowledge and abilities at all levels. The action plan that is attached to this workforce plan will form the content of the supervision and management programme with personalised support and mentoring organised for each participant.

It had been said that, for the City of London Corporation, determining the level of skill and qualifications of the workforce was difficult due to lack of central information and data. Information on staff is held in a number of different places. The location of this information was helpfully clarified by a staff member in the corporate human resources section in readiness for April 2012 Ofsted inspection.
<table>
<thead>
<tr>
<th>Professional qualifications</th>
<th>Personal file</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Professional registration (with GSCC or replacement) and updating</td>
<td>Personal file</td>
<td>Renewal generated by professional body; evidence of updated registration collected on personal file</td>
</tr>
<tr>
<td>Criminal Record Bureau checks and renewals</td>
<td>iTrent (HR system) record</td>
<td>Renewal generated by Corporate HR</td>
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<tr>
<td>Induction record</td>
<td>Personal file</td>
<td></td>
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<tr>
<td>Appraisal record</td>
<td>Personal file (paper or electronic)</td>
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<tr>
<td>Supervision record</td>
<td>Supervision file in DCCS</td>
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<tr>
<td>Continuing professional development</td>
<td>Appraisal – on personal file (paper or electronic)</td>
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</table>

The Directorate is taking a more rigorous approach to the issue of learning and development. Whilst management information is improved and centralised, and maybe beyond that improvement, the focus of learning and development has to be the supervision and appraisal system informed by the business plans and the action plan of this document.

As previously acknowledged the City of London Corporation has a relatively small staff group that work across a range of functions that would, in a larger organisation, be split between a number of specialist individuals. This obviously benefits individuals enormously if they can extend their experience and learn new skills. Therefore there is a need for activity on professional development that relates to the range of tasks and functions rather than the number of actual staff. Staffing levels and arrangements will also need to accommodate allowances for absence at training and practice development sessions.

The Munro Review emphasised the critical importance of a strong system of supervision which encourages reflective practice and ensures that social workers make evidenced based decisions about what works. This recommendation is
agreed with the addition of front line staff becoming more involved in performance review as part of the evidence gathering for reflective practice.
2.6. Complementary roles focused around children and young people

This is about people understanding what each other do, trusting and respecting each other and working together well.

The needs of looked-after children cannot be met by a single agency therefore the Corporation of London as part of its responsibility as a corporate parent ensures that they work closely with key partners. The City of London Corporation children and young people’s plan sets out how partners will work together to support looked-after children. As part of this the City of London Corporation, with the entire partner organisations associated with children’s services, has established a regular series of seminars or masterclasses that bring staff together to consider aspects of their shared work.

Goldsmith College will soon join this partnership and it is intended that together a joint knowledge transfer programme (KTP) arrangement can mutually contribute:

- Continuing Professional Development – both accredited and personalised
- A route to masters level qualifications as a realisable aspiration for identified City of London professionals
- Membership of the University’s social work consortium and all that embraces.
- A masterclass programme delivered openly and freely in the City and linked to the work of the Health and Wellbeing Board
- Increased capacity and access to expertise for both partners through practitioner/academic exchanges
- Joint community research programme
- Workforce commissioning advice and support
- Partnering in evaluation of the KTP approach
● Shared promotion of learning and development products to local organisations and professionals

It is clear that public services such as the City of London Police and the London Fire Brigade find the seminars a useful way to locate development and understanding of their professional roles in relation to children’s services. The particular circumstances and size of the City of London offer an opportunity for developmental research into how partner agencies can work together. Already aspects of this work are judged outstanding so there is now scope to further develop cooperation and to use the university connection to understand progress and disseminate good practice learning.
2.7. Capacity to deliver and keep children safe

This is about having enough people in the right place at the right time to deliver your service. It also means having enough staff to keep children and young people safe.

Given that the Munro Review into children’s social work suggested that staff need as much as 10 years practice to be really effective at decision making. The City of London approach to this is the recruitment and support of experienced and high quality staff, the use of experienced experts as and when required, together with the depth of competence found within commissioned and partner organisations.

The Ofsted inspection and report of April 2012 confirms that ‘There is now an established, stable team of experienced social workers and managers who are making good progress in engaging with children and families’. The concern for the City of London Corporation is that having a small workforce leaves a risk of difficulties triggered by normal turnover of staff. To maintain capacity for excellent work the Corporation of London can use a shift of thinking by focusing on the large scope of work under taken by the social work team rather than the size in staff numbers.

The approaches being taken to overcome this risk are:

- Support to a ‘Practice Educator’ role for social work staff that recognizes the need for learning and development investment that relates to the range of responsibilities and tasks of the staff team – rather than the number of staff. As part of that investment The Corporation is committed to supporting social workers personal development up to and including advanced level studies. The commitment is reinforced by a 20% allowance on the staffing budget to provide cover for absence related to professional development. All relevant staff will be on pathways to the MA Practice Educator or equivalent.
- Expand the work base of the Corporation by seeking to undertake contracted work for London Boroughs on tasks such as specialist assessments and ongoing family therapy.
• Part of the increased staffing required for the contracted work could be by use of one year contracts with recently qualified social work staff with the City of London Corporation managing their Assessed Year of Supported Employment.

• City of London Corporation offering to host key cross London practice forums (allowing greater participation for the Corporation workforce and efficient use of time)

• Knowledge transfer programme with Goldsmiths College will draw on academic expertise, student and service user groups to enrich local learning opportunities for the City and neighbouring workforces.

• Programme of secondment and job swops with partner organisations

• Supporting practitioners to join the College of Social Work and encouraging use of the mentoring scheme
2.8. **Outcome focus**

This is about everything being done for a reason – better lives for children and young people and their families. Never losing sight of the outcomes that are that every child and young person has the right to be healthy, to stay safe, to enjoy life and achieve, to make a positive contribution and to achieve economic wellbeing.

One of the consequences of the size of the City of London is that it has never been set out to provide a full suite of health and well-being services in-house. There is an established pattern of buying in specialist services such as emergency duty, or sharing services such as Joint Safeguarding Children Board with neighbouring authorities.

In 2011 City of London undertook a strategic review of the Department and its commissioning activities and developed a draft Health and Well Being Commissioning Plan 2011-2014. In part this review can take the opportunity to ensure that services are commissioned to deliver particular outcome for citizens – not just that the same services are delivered by different organisations.

The vision that this draft plan is that by 2014 service will be:

- Be outcomes-driven, rather than either staff, provider or procurement led, sourcing practitioner expertise independently;

- Make intelligent, coherent and consistent use of different commissioning methods and provider sectors;

- Build a stronger internal capacity for commissioning public health and community wellbeing outcomes;

- Be sensitive to the diverse needs of the different City communities including its neighbourhoods, homeless and workers;

- Align effectively with the parallel arrangements of NHS and police commissioning through a Health and Wellbeing Board.
The overarching principles of this plan have been accepted and the Directorate is reviewing which services could and should be commissioned externally and which the City of London should retain in-house to ensure that there is an ability to manage the market, to have confidence in the continuity or quality of service or because of the strategic significance of the service.

There are clear implications for the workforce of the move towards further commissioning of services. Some of these aims have already been achieved (such as homecare, sport and youth services). The second implication is the need to improve commissioning skills. Many staff are already involved in the purchase/procurement/commissioning of services from other providers and the Draft Health and Well Being Plan is clear that the ability of staff to make these decisions will need to be strengthened.

Contracts need to focus on the outcomes they are looking for from a provider and understand how to monitor whether the service is delivering them. The children’s services teams have established some excellent consultation and joint activities that might be extended to provide additional perspectives on contact specifications and ultimate achievement of outcomes.

3. **Action Plan**

The above narrative describes the progress and intentions of the City of London Corporation, Children, Young People and Families in shaping and putting in place a workforce development strategy. The contexts are ones of early intervention and prevention, integrated working and of incrementally building workforce development across the whole relevant workforces of both the Corporation and all its partners.

What follows is a practical action plan that can be used as a tool to get things done and to check progress. It is designed with *areas for action* in mind that will deliver the strategic intent. These are:

- Supervision
- Planning and Recording
- Professional Development
• Induction
• Staff Records
• Commissioning and Procurement
• Outreach and Community Engagement

The expectation is that the areas of action are completed and regularly updated with partner organisations – specifically schools, City of London Police, London Fire Service and NHS partners.
<table>
<thead>
<tr>
<th>Supervision</th>
<th>Items to be included in outcomes for project plans</th>
<th>Lead Staff member</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Supervision and support programme for staff from City of London Corporation and partner organisations that are leading on workforce plan action.</td>
<td>Oversight and supervision of practice to be embedded Improvement in case planning and review DCCS Managers write Children’s Workforce actions into service plans/performance appraisals Social care supervision and reflective practice</td>
<td></td>
<td>June – October 2012</td>
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<table>
<thead>
<tr>
<th>Planning and Recording</th>
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<tbody>
<tr>
<td>• Redesign of Electronic recording system for children’s services</td>
<td>Outcomes for C+YP to be set SMART – recorded and monitored with [para20] education plans Redesign of electronic recording systems will require staff input on design and training on use Consolidation of quality assurance and performance monitoring with users views to gain learning points Partnership / multi agency working requires policy development and full recording of process, responsibilities and outcomes] [para16] Domestic abuse – recording referral pathways and follow up.</td>
<td></td>
<td>July – December 2012</td>
</tr>
<tr>
<td>Professional Development</td>
<td></td>
<td></td>
<td>June – October 2012</td>
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</table>
| - Updated team and individual plans for Continuing Professional Development. | - Capacity to participate in performance management  
- Contribute to quality measures  
- [para.130+131] Incorporate service performance assessments into reflective practice  
Use research alongside practice and use to evaluate and report on outcomes and practice learning  
Local Authority Designated Officer training  
Local Safeguarding Children Board training for front line staff  
DCCS Undertake a skills audit against relevant national occupational standards or other skills template for appropriate staff  
DCCS Promote development opportunities to senior officers such as Ashridge Management Programme and Leaders for London  
Ed and Early Years 100% early years settings led by a graduate holding Early Years Professional Status (EYPS) by 2015  
Ed and Early Years Programme of training and support delivered for early years settings to improve practice, support inclusion and ensure safeguarding practice  
{Link to Basic Skill Assessment /provision and English as an addition language facility}  
Ed and Early Years Key staff trained in parenting | | |
programmes to support delivery of the Parenting Strategy
Youth and Play Centre staff undertake NVQ training and assessment
Promote professional qualification opportunities
Social care develop a programme of secondments and job swap with partner organisations
Social Care Encourage participation in mentoring
Social Care Common Assessment Framework training delivered for all front line staff
Social Care Lead Professionals Training
FiSD awareness to all staff and partners through launch event and training
On-going safeguarding training of staff in relevant posts

<table>
<thead>
<tr>
<th>Induction</th>
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<tbody>
<tr>
<td>Development and delivery of City of London induction that supports partnership working. Induction for City of London Corporation staff to link into professional development</td>
<td>Induction available to all appropriate services Include account of children’s views Partnership seminars to develop a programme of themes for cooperative development Induction of social care staff checklist to feed into personal development plans Common Induction standards training for all relevant new staff and partner</td>
<td></td>
<td>November 2012</td>
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<tr>
<td>Staff Records</td>
<td>Commissioning and Procurement</td>
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<td></td>
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<tr>
<td>• City of London Corporation staff recording systems to be developed to support integrated and/or ease of access</td>
<td>Commissioning training delivered to key staff</td>
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<tr>
<td></td>
<td>Use of ‘professional advisors’ to support practice where specialist knowledge is required</td>
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<tr>
<td></td>
<td>Commissioned Y+P service providers undertake children’s services induction and have a programme of training &amp; development for their staff</td>
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<tr>
<td></td>
<td>Use of ‘Professional Advisors’ to support practice where specialist knowledge is required</td>
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<tr>
<td></td>
<td>Add quality assurance role to Chair of Child Protection specification</td>
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<tr>
<td>Personal training and development plans and logs, to be included in supervision monitoring and evaluation records for all staff</td>
<td>September – December 2012</td>
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December 2012
<table>
<thead>
<tr>
<th>Outreach and Community Engagement</th>
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</thead>
<tbody>
<tr>
<td>• Include Youth Advisors in City of London Corporation staff development planning with particular reference to supervision</td>
</tr>
<tr>
<td>• Pilot young person contributions to staff development and training</td>
</tr>
</tbody>
</table>

Youth Advisors provided with training and supervision
Contributions to staff training to be considered
Support young people into employment
Identify NEETS within the City and define individualised support and mentoring programme.

June – December 2012
4. Partner Organisations

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Source</th>
<th>Key staff</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education/Schools</strong></td>
<td>See school development plans</td>
<td>Head teachers</td>
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<tr>
<td></td>
<td></td>
<td>Sir John Cass,</td>
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<td></td>
<td></td>
<td>City of London School,</td>
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<td></td>
<td>City of London School for Girls</td>
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<tr>
<td><strong>City of London Police</strong></td>
<td>See City of London Police training programme</td>
<td></td>
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<td></td>
<td>[para84] All police to have child protection training</td>
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<tr>
<td><strong>Health</strong></td>
<td>See East London NHS training programme</td>
<td></td>
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<td></td>
<td>[para101]</td>
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<tr>
<td></td>
<td>• Quality assurance on health assessments</td>
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<td></td>
<td>• Monitor health contributions for looked after children</td>
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<tr>
<td></td>
<td>• Improve immunisation rate of looked after children</td>
<td></td>
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<td></td>
<td>• Policy to engage ’hard to reach’ looked after children</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>See also outcomes of North Central and East London Local Education and Training Board (NCEL LETB) Chaired by Professor Chris Fowler <a href="mailto:c.g.fowler@qmul.ac.uk">c.g.fowler@qmul.ac.uk</a> <a href="mailto:david.fish@uclpartners.com">david.fish@uclpartners.com</a></td>
</tr>
<tr>
<td><strong>Fire Service</strong></td>
<td>See London FB training programme</td>
<td></td>
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