



## **Safeguarding Sub (Community & Children's Services) Committee**

**Date:** WEDNESDAY, 5 FEBRUARY 2014

**Time:** 11.30am

**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:** Angela Starling (Chairman)  
Revd Dr Martin Dudley (Deputy Chairman)  
Deputy John Bennett  
Deputy Billy Dove  
Professor John Lumley  
Elizabeth Rogula

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**Lunch will be served in the Guildhall Club at 1pm**

**John Barradell  
Town Clerk and Chief Executive**

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the minutes and non-public summary of the previous meeting held on 24 September 2013.  
**For Decision**  
(Pages 1 - 4)
4. **SAFEGUARDING ADULTS AUDIT NOVEMBER 2013**  
Report of the Director of Community and Children's Services.  
**For Information**  
(Pages 5 - 10)
5. **CITY YOUTH PARTICIPATION STRATEGY**  
Report of the Director of Community and Children's Services.  
**For Decision**  
(Pages 11 - 48)
6. **OFSTED INSPECTION PREPARATION SELF-ASSESSMENT**  
Report of the Director of Community and Children's Services.  
**For Information**  
(Pages 49 - 58)
7. **ANNUAL QUALITY ASSURANCE REVIEW**  
Report of the Director of Community and Children's Services.  
**For Information**  
(Pages 59 - 72)
8. **QUESTIONS OF MATTERS RELATING TO THE WORK OF THE COMMITTEE**
9. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
10. **EXCLUSION OF THE PUBLIC**  
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.  
**For Decision**

## **Part 2 - Non-Public Agenda**

11. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the previous meeting held on 24 September 2013.  
**For Decision**  
(Pages 73 - 76)
12. **ADULT SAFEGUARDING REPORT - QUARTER TWO**  
Report of the Director of Community and Children's Services.  
**For Information**  
(Pages 77 - 82)
13. **CHILDREN'S SAFEGUARDING REPORT - QUARTER TWO**  
Report of the Director of Community and Children's Services.  
**For Information**  
(Pages 83 - 90)
14. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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## **SAFEGUARDING SUB (COMMUNITY & CHILDREN'S SERVICES) COMMITTEE**

**Tuesday, 24 September 2013**

**Minutes of the meeting of the Safeguarding Sub (Community & Children's Services) Committee held at the Guildhall EC2 at 11.30am**

### **Present**

#### **Members:**

Angela Starling (Chairman)  
Revd Dr Martin Dudley (Deputy Chairman)  
Deputy John Bennett  
Deputy Billy Dove  
Professor John Lumley

#### **Officers:**

Philippa Sewell	- Town Clerk's Department
Natasha Dogra	- Town Clerk's Department
James Goodsell	- Town Clerk's Department
Ade Adetosoye	- Community and Children's Services
Chris Pelham	- Community and Children's Services
Marie Ologbosere	- Community and Children's Services
Marion Willicome-Lang	- Community and Children's Services
Prachi Ranade	- Community and Children's Services
Sarah Greenwood	- Community and Children's Services

### **1. APOLOGIES**

There were no apologies.

### **2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations of interest.

### **3. ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29. A list of Members eligible to stand was read and Angela Starling being the only Member expressing a willingness to serve was declared to have been elected as Chairman of the Safeguarding Sub Committee for the ensuing year.

### **4. ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. A list of Members eligible to stand was read and Dr Martin Dudley being the only Member expressing a willingness to serve was declared to have been elected as Deputy Chairman of the Safeguarding Sub Committee for the ensuing year.

5. **ADOPTION UPDATE**

The Sub Committee received a report from the Director of Community and Children's Services regarding the changes to the adoption process made by Central Government which came into effect in July 2013. Officers advised Members that Marie Ologbosere had been recruited to provide expertise and support for the service. The adoption assessment timescales had been changed to speed up the process and increase adoption numbers. Four applicants were currently being assessed and, once agreed, could be 'purchased' for a fee by other providers if not needed by the Corporation.

In response to a question from the Chairman it was established that the child's Best Interest Decision, which would include their adoption plan, no longer needed to go to the Adoption panel shared with Hackney, but could be agreed by the Agency Decision Maker before being agreed in Court

In response to further questions from Members, it was noted that officers would be seeking to develop the service and actively recruit new adopters in the future, but currently staff resources would be unable to manage a great influx of applications. It was also reported that assessment costs were covered, as 'trading' adopters provided income.

6. **COL SAFEGUARDING ANNUAL REPORT - ADULTS**

The Sub Committee received a report from the Director of Community and Children's Services regarding the City of London Safeguarding Adults Annual Report 2012/13. Officers gave an overview of the safeguarding alerts received by the Adult Social Care team and Members were advised that, as part of the Health and Social Care Act 2012, Safeguarding Adult Boards would become statutory.

In response to Members questions, it was noted that the Adult Social Care team had ten officers in total including three social workers. Members discussed some typographical mistakes and errors included in the report, and were assured that a quality assurance process was being implemented to ensure this did not happen again.

7. **COL SAFEGUARDING ANNUAL REPORT - CHILDREN**

The Sub Committee received a report from the Director of Community and Children's Services regarding the City and Hackney Children Safeguarding Board Annual Report 2012/13. Officers informed the Sub Committee that this was a statutory report which outlined demographic information, governance, performance, quality assurance, and priorities for 2013/14. The report also detailed an increase in training, which was now being held in the City to help prevent a Hackney-centric approach.

Members noted the need for an organisational diagram to set out the relationship between groups, in particular the Children's Executive Board and the Health and Wellbeing Board, and highlighted a number of inaccuracies within the document. As Deputy Chairman for the Guildhall School of Music and Drama Board of Governors, Deputy Bennett queried their absence in some of the attendance tables. It was noted that while the school had a Safeguarding

representative they had only recently been appointed to the Sub Committee and this report predated the appointment. The Director of Community and Children's Services advised Members that a meeting had been set up with schools in November to address low attendance of City of London Safeguarding Children Sub Committee meetings.

Officers agreed to circulate an organisational diagram to Members of the Sub Committee.

8. **QUESTIONS OF MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

9. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

10. **EXCLUSION OF THE PUBLIC**

**RESOLVED** – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of the Schedule 12A of the Local Government Act.

**Item**

12 – 16

**Paragraph**

3

11. **NEW INSPECTION FRAMEWORK AND COL READINESS**

The Sub Committee received a report from the Director of Community and Children's Services.

12. **CHILDREN EARLY INTERVENTION AND PREVENTION REVIEW**

The Sub Committee received a report from the Director of Community and Children's Services.

13. **SAFEGUARDING PERFORMANCE - CHILDREN**

The Sub Committee received a report from the Director of Community and Children's Services.

14. **SAFEGUARDING PERFORMANCE - ADULTS**

The Sub Committee received a report of the Director of Community and Children's Services.

15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no items of urgent business.

**The meeting closed at 12.40pm**

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Chairman

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<b>Committee:</b>	<b>Date:</b>
Safeguarding Sub Committee	5 February 2014
<b>Subject:</b> Safeguarding Adults Audit November 2013	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>

## Summary

This report, which is for information, provides details of an independent quality assurance review of safeguarding adults arrangements conducted within the Adult Social Care team over a period of three days in November 2013. A draft report was published on 2 December 2013 and a feedback session for City of London staff was held on 9 January 2014. The final report was sent to the Directors in City of London and Hackney on 13 January 2014.

The review was jointly commissioned by both City and Hackney, although specific reviews took place in each authority.

The review was undertaken by an independent freelance consultant who specialises in the fields of safeguarding adults, personalisation, integrated models of service delivery and social care practice.

It was agreed at the outset of the review that both adult safeguarding services would be measured according to the 'outstanding' matrix as defined by the Care Quality Commission (CQC) and the Social Care Institute for Excellence (SCIE).

Three City of London cases were independently chosen by the reviewer and analysed against the reviewer's audit tool (see appendices) together with the guidelines as set out in the London Multi-agency Safeguarding Adult Policy and Procedures 2011.

The Adult Social Care Team Manager was asked to complete an evaluation of each case in advance, giving their view of the quality of the practice, their managerial overview and recording.

The overall headline findings were as follows:

- Of the three cases examined, one was found to be excellent, one good/very good and one satisfactory overall.
- Recording was very good in one case and satisfactory in two cases.
- There was knowledgeable and competent management of safeguarding work.
- There was general adherence to the London Policies and Procedures.
- Quality of protection planning is good.
- Follow-through on protection plans is evident.
- Personalisation/prevention is evident.
- Engagement of other agencies is evident.
- Outcome, closure and review stages are evident.
- There was positive development of the strategic joint City and Hackney Safeguarding Board.

- Development is required around publicity, and public awareness of safeguarding is needed through information systems via the website and information literature.

The reviewer made no specific recommendations for the City of London. An improvement plan will be drafted to support implementation of City and Hackney development areas which will be reviewed by the Safeguarding Adults Board Sub Committee and progress will be reported back to this Sub Committee.

### **Recommendation**

Members are asked to note the report.

## **Main Report**

### **1. Background**

1.1 The City and Hackney Safeguarding Adults Board (CHSAB) jointly commissioned an independent safeguarding audit which sought to examine practice in both authorities in relation to these outcomes:

- Adhering to the London Safeguarding Adults process and timescales
- Multi-agency engagement
- Risk assessment and protective action
- Person-centred practice
- Equalities
- Use of the Mental Capacity Act
- Use of advocacy
- The people/agency alleged to have caused the harm
- Management ownership of casework
- Dealing with institutional abuse
- Duties towards children
- Prevention, user choice and control
- Review/closure/longer-term protection.

1.2 In addition to the primary benchmarking function for senior managers, it was envisaged that the review would also increase learning and develop practice.

1.3 Three City of London cases were independently chosen by the reviewer, who spent three days at the Guildhall. All available records on Frameworki were accessed.

1.4 Cases chosen were analysed against the reviewer's audit tool (see appendices) together with the guidelines as set out in the London Multi-agency Safeguarding Adult Policy and Procedures 2011.

1.5 The Adult Social Care Team Manager was asked to complete an evaluation of each case in advance, giving their view of the quality of the practice, their managerial overview and recording.

1.6 After the cases had been audited, two follow-up meetings were held with front-line staff, qualified social workers and Safeguarding Adults Managers, which focused on the views of staff around practice and legislative knowledge and understanding, together with a safeguarding quiz.

1.7 Minutes of meetings and related documents pertaining to the City and Hackney Adult Safeguarding Board were read and public information on safeguarding awareness was examined via both authorities' websites and public literature.

## **2. Findings from the review**

The following areas of strength were identified.

2.1 The review findings identified good practice and development areas across City and Hackney collectively; however, the reviewer noted that there were no recommendations specific to the City of London and that practice was good in the City of London.

2.2 The review found that there is good strategic governance provided by the Joint Safeguarding Board, which was developing well towards the new roles and responsibilities which will place it on a statutory footing via the Care Bill in 2015.

2.3 The City of London website and general safeguarding literature were judged to be adequate but require development to ensure that there is increased community awareness and public and self-referral.

2.4 City of London has sound, unified and fit-for-purpose recording systems with the implementation of Frameworki.

2.5 City of London partners are 'well educated' in safeguarding adults matters.

2.6 Casework is timely and person centred.

2.7 There is sound consideration of mental capacity and best interests in relation to safeguarding.

2.8 The carer's needs should always be addressed and fully documented.

2.9 It was evident that operational staff have sound practice skills but are weaker in relation to theoretical knowledge.

2.10 Recording safeguarding processes was felt to range from good to satisfactory, with areas of improvement required in some circumstances.

2.11 The report highlighted knowledgeable and competent team management and supervision of safeguarding casework, together with good recorded management advice and overview.

2.12 The team adheres well to the London protocols on timescales and processes.

### **Areas for further development included the following:**

2.13 A system of ongoing case audit should be directed by the strategic board, to be reported back to the board, using a suggested line management 'swapping cases' peer system.

2.14 All case records should have clear risk assessments and analysis, and inform the protection plan directly.

2.15 Risk assessments and protection plans should be agreed with the adult at risk wherever possible.

2.16 Carers need to be fully assessed and documented during the safeguarding process, especially if they are alleged to have caused harm.

2.17 The adult at risk's views and desired outcomes should be ascertained and recorded wherever possible.

2.18 In relation to agencies or non-family members alleged to have caused harm, it should be clearly documented that all appropriate steps have been taken according to CQC and London Safeguarding Adults policy and procedures.

2.19 Advocates should be utilised whenever possible in relation to safeguarding.

2.20 The report highlighted that the CHSAB should consider how best to involve service users in strategic planning and service improvement.

### **3. Next steps**

3.1 A City of London improvement plan will be formulated to ensure that the audit remains a dynamic tool with which to measure change at a local level in order to ensure that safeguarding casework, recording quality and systems, front-line staff and management knowledge can be measured and monitored.

3.2 The City of London Adult Safeguarding Sub Committee, which reports to the CHSAB, together with oversight from the Community and Children's Services Safeguarding Sub Committee, will ensure that there is a clear accountability framework for evaluating the improvement plan.

3.3 A current piece of work is under way across Children's and Adult Services to specifically raise awareness of adult and child safeguarding through a joint poster and leaflet campaign across the City for residents and professionals.

3.4 Work will also need to be carried out to ensure that the Adult Social Care website complies with the recommendations set out within the review.

3.5 Adult Social Care would look forward to working with Hackney partners as part of an inter-borough safeguarding 'case swap' audit, akin to that which has been recommended by the audit, as a process to be mapped via the Joint Strategic Board as part of an ongoing case audit system.

### **Corporate and strategic implications**

The work of Children's and Adult Services and our partners supports our communities and makes the City safer.

Building on inspection findings helps the City to continue to provide modern, efficient and high-quality local services.

### **Conclusion**

This review has formed part of the ongoing professionalisation of adult social care in an arena of inspection and the need to strive for 'outstanding'. This audit has given the service a benchmark from which to build on its safeguarding practice to ensure that we are offering protection to adults at risk in a person-centred and timely manner.

### **Appendices**

- Final report
- Audit tool.

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# Agenda Item 5

<b>Committee:</b>	<b>Date:</b>
Safeguarding Sub Committee	5 February 2014
<b>Subject:</b> City Youth Participation Strategy	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Decision</b>

## Summary

The draft Youth Participation Strategy has been developed by City Gateway, alongside partners involved in youth work. It uses City Gateway's 'SILENT, SAY, DO, DECIDE' model of engagement to set out various mechanisms to engage young people, including consulting young people and working with vulnerable groups, the use of SPICE time credits, Youth Advisors and Youth MPs.

The strategy dovetails with the development of a departmental user engagement strategy, and a combined action plan will be developed once the strategy has been agreed.

Each partner organisation, or potentially team if the organisation is large, which has signed up to the strategy will nominate a participation champion to lead the monitoring of their service's input into the strategy.

## Recommendations

Members are asked to:

- comment on the draft strategy
- suggest actions that they would wish to commit to which could form part of the action plan (including considering taking part in youth participation champion training)
- agree to receive updates on the implementation of the plan from the CEB (Children's Executive Board)

## Main Report

### Background

1. Members received a Committee report at the January Grand Committee setting out the progress made against the 2013–2015 Children and Young People's Plan (CYPP). Members will recall that one of the seven key priority areas identified for action within the CYPP is User Engagement.

2. The report set out the CYPP focus on the participation of children and young people in children's services so that they are active participants in the governance of services and how they are delivered. The report also gave an outline of the progress being made in developing a Youth Participation Strategy.
3. City Gateway was commissioned in 2013 to deliver on three of the five strands of youth work (Strand 2: Targeted Support; Strand 3: Youth Engagement and Participation; and Strand 4: Universal Services and Overall Co-ordination). City Gateway has been leading on the development of the Youth Participation Strategy as part of the work for Strand 3 and the co-ordination element of Strand 4.

### **The Youth Participation Strategy**

4. The strategy has been developed using City Gateway's key principles and the national 'Hear by Right' benchmark. Hear by Right is based around the 'Seven S' model for organisational change: Shared Values, Strategy, Structure, Systems, Staff, Skills and Knowledge, and Style of Leadership.
5. City Gateway has used their 'SILENT, SAY, DO, DECIDE' model of engagement and has developed the strategy through in-depth discussions with young people with whom they have contact and using a variety of consultation methods. The strategy has also been influenced by the workshop at the Looked After Children Celebration Event in October 2013, led by City Gateway.
6. In order for any strategy to be influential and work well, all partners must buy into the principles, have an influence over its direction and commit to the direction of the action plan. All partners have been consulted on the development of this strategy at partnership meetings organised by City Gateway and their feedback has been taken into consideration as the strategy has been developed.
7. The strategy sets out the principles for participation (page 2) and explains the differences between each stage of the 'SILENT, SAY, DO, DECIDE' model (pages 4–11).
8. For each of these stages, the strategy sets out various mechanisms to engage young people, including: a) SILENT voice (gathering and reviewing data and data-sharing; b) SAY (young people raising issues, consulting young people and working with vulnerable groups); c) DO (principles of co-delivery, SPICE and rewarding volunteering, mix and match job descriptions and training); and d) DECIDE (making recommendations to decision makers, Youth Advisors, Youth MP and YES Group).
9. The strategy is supported by a number of appendices, include City Gateway's action plan, key performance indicators and good practice models, young leader job descriptions, a youth participation champion's template monitoring report and a draft consultation calendar. These are all still at draft stage and subject to feedback and input from partners.



10. The strategy is currently in draft form, is continually evolving following feedback from partners and has therefore not been spell checked – this will take place at the end of the consultation process.

### **Corporate parent influence and involvement**

11. While City Gateway has been commissioned for work with young people aged 10–19, the Youth Participation Strategy does include looked after children, including those living outside the City of London, who may be under the age of 10.
12. The strategy highlights there are a number of groups of vulnerable young people who may need additional support to actively participate, and these include looked after children, care leavers and those not in education, employment or training (NEET). These groups are referenced throughout the strategy, including on page 6 as part of the ‘SAY’ section and page 10 as part of the ‘DECIDE’ element.
13. Each partner organisation, or potentially team if the organisation is large, which has signed up to the strategy will nominate a participation champion to lead the monitoring of their service’s input into the strategy. Members are asked to consider how they would wish to be involved in monitoring the implementation of the strategy.
14. Each champion will receive training from City Gateway to equip them with suitable skills for the role. This training is open to any Members who wish to participate. Members are also welcome to attend any sessions run by City Gateway for young people.
15. The Children’s Executive Board will receive a quarterly update on the action plan once it is finalised, and officers suggest that Members may wish to receive the most recent quarterly update as a standing item at each Safeguarding Sub Committee.

### **Links to departmental and corporate strategies**

16. As a Department, we acknowledge that the majority of our services are delivered to support people, at whatever life stage they are, and that more joined-up work is needed to engage those people in designing, delivering and monitoring services. To complement the Youth Participation Strategy, a piece of work is under way within Community and Children’s Services to map user engagement and participation with a view to developing a departmental user engagement strategy. Each departmental team will be asked to consider the methods to engage with people who use services, using the Participation Triangle at Appendix 1.
17. The triangle merges the comparable housing and City Gateway models of participation to give an overall model for the Department. At workshops built into team meetings, teams are then asked to commit to a couple of

actions that they will undertake to meet any identified gaps or to move people 'up the Participation Triangle'. These actions will be used to develop a departmental user engagement strategy and any actions which are relevant to young people will automatically form part of the action plan for the Youth Participation Strategy. In this way, the City of London can actively commit to the Youth Participation Strategy and act as a strategic leader for other partners involved in the strategy.

### **Next steps**

18. The final version of the strategy is out for consultation with partners at the time of writing the report. Subject to final comments by Members (of the Safeguarding Sub-committee), partners and the Children's Executive Board (21 February), the strategy will be completed and adopted by the end of February. The action plan which will implement the strategy will be developed through commitment from Members at today's Committee, partners' meetings (including the 27 February meeting) and Community and Children's Services team meetings for the user engagement strategy (throughout February). The final action plan and associated progress will be presented to the next Safeguarding Sub Committee for information.

### **Corporate and strategic implications**

19. The strategy fits with the City of London's aim to consult with and involve service users in the development of services and more specifically the 'User Engagement' priority within the CYPP. It also meets the departmental business plan key priorities 'Promoting independence and choice for service users' and 'Supporting and empowering our communities and enabling people to make a positive contribution'.
20. Any future Ofsted inspection would consider how children and young people are involved in service design, how they have a say in their care and how they have opportunities to voice their concerns. The strategy is therefore a key mechanism for involving young people and for evidencing the City's and partners' engagement of children and young people.

### **Conclusion**

21. The Youth Participation Strategy is an important tool for Members who are corporate parents to satisfy themselves that young people and looked after children are actively engaged in the development of services. The development of the strategy marks an important shift away from the City developing and providing services *for* young people towards the City developing services *with* young people.

22. Members are asked to comment on the draft strategy, suggest actions that they would wish to commit to which could form part of the action plan, and discuss the proposed monitoring of the strategy.

## **Appendices**

- Appendix 1: Participation Triangle
- Appendix 2: Draft Youth Participation Strategy
- Appendix 3: Participation Strategy Draft Appendices

## **Background paper**

Community and Children's Services Committee January 2014 – Children and Young People's Plan Update Report

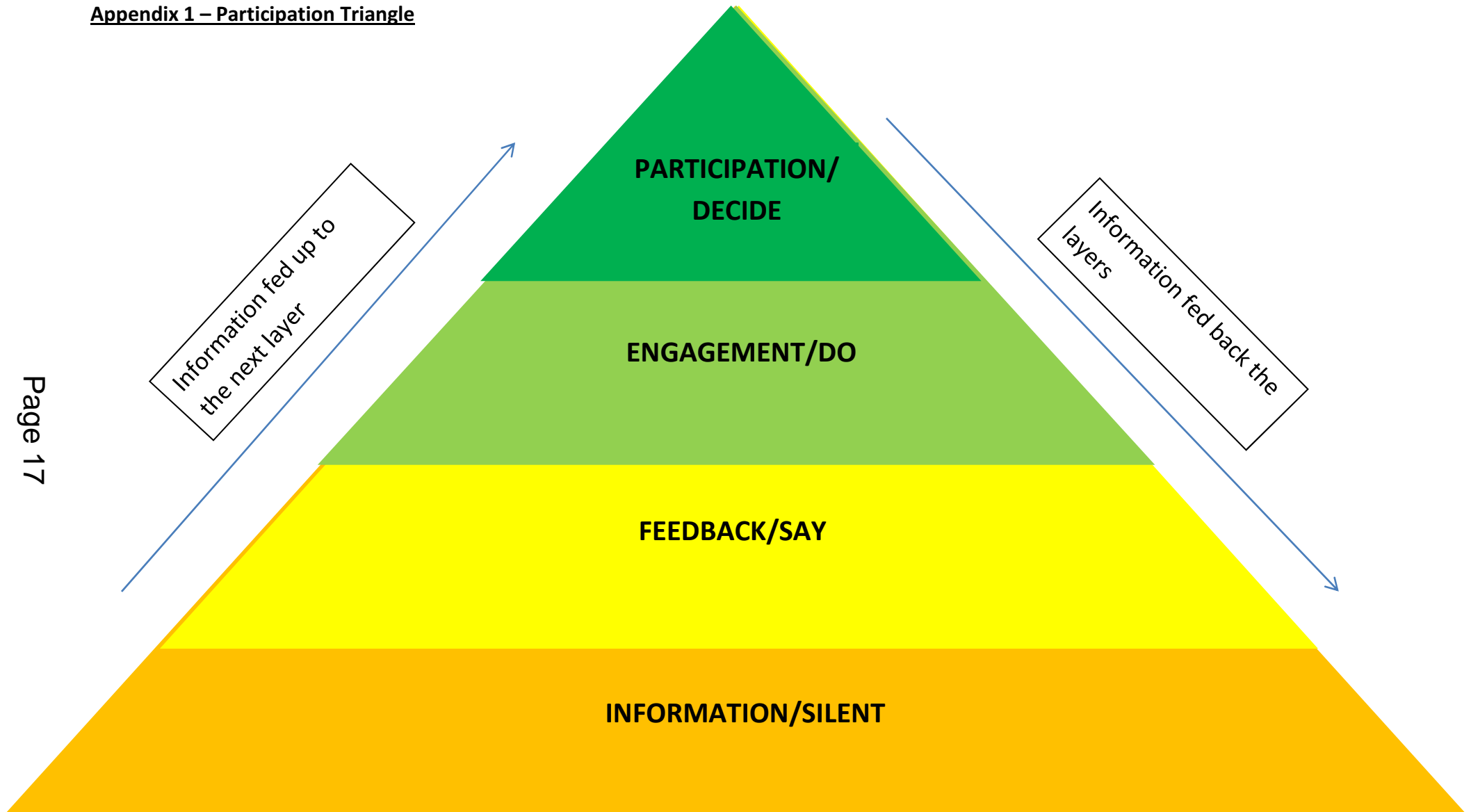
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Appendix 1 – Participation Triangle



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# CITY OF LONDON

## YOUTH PARTICIPATION STRATEGY

PRODUCED IN CONSULTATION WITH



### AUTHORS

JOANNA READ (HEAD OF INFORMAL EDUCATION & SAFEGUARDING)

ROBERT J. STANEX (YOUTH WORK MANAGER)

# 1. INTRODUCTION

The City of London Corporation has approximately 750 residents under the age of 19 who form an integral part of the community. The City of London Corporation is committed to the holistic development of these young people which includes putting into practice Article 12 of the UN Convention on the Rights of the Child, which states that children have the right to participate in decision-making processes that may be relevant in their lives and to influence decisions taken in their regard within the family, the school or the community.

Promoting active participation and the inclusion of children and young people's views throughout the Children and Families and Education and Early Years departments is a key statutory function and responsibility for the City of London Corporation. Furthermore this commitment is promoted in the knowledge that there are multiple benefits of the active participation of children and young people. When children and young people are involved in active and meaningful participation, service provision has the potential to be more effective, responsive and better value for money, achieving positive, long term outcomes and nurturing resilience.

This participation strategy describes an example framework which City Gateway, who are responsible for the delivery of strand two of the Children and Young People's Plan until April 2016, will use to gather and understand the range of children and young people's experiences in the Square Mile and the mechanisms in place to direct those views into the strategic vision of service planning and review. This includes templates of delivery action plans, suggested KPIs, consultation resources and review outlines which other departments and key partners should use in the delivery of participation.

## 2. PRINCIPLES OF PARTICIPATION

We strive to the national benchmark set by Hear by Right. "Hear by Right is based around the Seven S model for organisational change: Shared Values, Strategy, Structure, Systems, Staff, Skills & Knowledge and Style of Leadership. For each of these seven standards, there are seven indicators. The standards are split into three levels of performance: Emerging, Established and Advanced, with each building upon the previous one. ***This ensures that young people's involvement is built in and not just bolted on.*** We therefore adhere to the following principles:

- Participation is driven by the needs of children and young people.
- All children and young people have an equal opportunity to participate. Participation should allow young people to grow in their skills as contributors and make meaningful contributions that match their current skillset and level of development.
- We will work to support the involvement of all groups of children including those young people who face the greatest barriers. This should actively seek to include those young people who are under Children's Social Care including Looked After Children and those with SEND.
- Children and young people's participation is based around a properly resourced framework which includes an effective mechanism for two-way communication with senior management. This principle of two way dialogue is central to ensuring that young people identify the impact of their participation.
- Participation brings mutual benefits on many levels for service users and service providers.
- Participation leads to positive outcomes which are communicated to and agreed with children and young people.
- All agencies working with children and young people should work together to support and actively promote participation.



### 3. AIMS OF STRATEGY

As an organisation we aim to:

- Be fully embracing of the standards of the United Nations Convention on the Rights of the child - The right to participate is enshrined in the Convention.
- Build a consistent approach to participation which enables children and young people to participate at a level which is appropriate for them.
- Ensure all partners are able to apply a consistent approach to participation, using shared values and being able to demonstrate a central commitment to participation.
- Include the most socially excluded in a process of meaningful participation.
- Embed Time Credits, in partnership with Spice, as a key process to encourage user participation.
- Develop a culture of participation throughout Children & Families and Education & Early Years, building a strong foundation for all our children and young people.
- Improve how we consult and engage with our most vulnerable groups of children and young people including Looked After Children, Care Leavers and children with additional, complex and / or safeguarding needs.
- Engage children and young people in activities, events, projects, policy development, recruitment & induction of staff, training, communications, research and evaluation using methods that best suit them.
- Ensure that children and young people are aware of and are enabled to influence the developments in the universal and targeted services that support them through the commissioning, procurement and review of those services.

### 4. PROCESS

We believe that every young person within City of London has the right to have their voice heard and to play a role in making decisions which affect them. Our aim is to support young people in their citizenship to be responsible, effective and passionate decision makers who have a positive effect on their peers, families and community. We understand participation in four strands:

**SILENT VOICE**  
**SAY**  
**DO**  
**DECIDE**

Young people can enter and exit at any step in this process and should at all times understand and recognise how they can and are influencing decisions.



## SILENT VOICE

Every young person within the Square Mile has a right to have their voice heard and a role to play in shaping decisions whether they choose to participate or not. We not only listen to what young people say but also read the signs which suggest what they may not have said or have been able to say. The SILENT VOICE stage includes the collection and analysis of data sets with the view of shaping our service in line with these findings.

## SAY

Each young person should be offered the opportunity to voice their opinion on how services are run within City of London. Encouraging young people to participate at the SAY stage begins with building strong relationships with young people and providing a safe, non-judgmental space for them to air their views. We listen to young people's feedback and requests in conversation and in consultation, both formal and informal, facilitated creatively to capture as broad a cross-section of opinions as possible.

## DO

We want to encourage young people not only to share their opinions but to take one step further in taking action to bring about change. We want to develop young people's confidence and ability to a level where they can take responsibility for their own community and play an active and positive role not only within their peer group but at all levels.

## DECIDE

At the highest level of participation young people should have had the required level of training and support to feel confident and able to sit at decision making level, feeding into governance meetings and having an active role in the shaping of the service. At this level young people should also have the ability to feed these decisions back to their peers in a professional manner.

## SILENT VOICE

The **SILENT VOICE** is the first stage of the dialogue between young people and decision makers. Decision makers standardly use sets of information and data that are central to the formation of strategies and planning and which evaluate delivery and policies.

To ensure that all organisations that are working with young people are able to include a commitment to participation as a central value they are required to make a commitment to collecting and analysing data about young people's usage (or non-usage) of their service to ensure they are able to work with young people to encourage wider partition.

Organisations are required to agree and sign a copy of this strategy to show their commitment to participation as part of their own organisational / departmental business planning, delivery planning and development of strategy and policies as well as those of the City of London Corporation which they sign up to.

The City of London Corporation are committed to working with commissioned providers to analyse the data they provide about who is assessing their services against known data on the local community. Thus organisations are able to target young people who are missing from services and better support those who can be shown to have barriers to participation.

This information can be used by commissioners to help create key questions that need to be sent to young people for consultation at the **SAY** level.

Consultations, outreach & detached work, door-knocking, postal surveys and social media can all be used to collect silent voice data on young people. It is important that there is joined up working between departments and partners to ensure that data sets which can be shared are being used to full effect. By identifying key data themes and by careful analysis we can begin to give qualitative evidence as to why particular trends (including engagement, user need, safeguarding) may exist.

**EXAMPLES OF PRACTICE:**

The City of London Children & Families department identified that no Looked After Children were accessing City of London youth provision due to their placement location. This was able to trigger a consultation with LAC young people as to what the City of London could provide to ensure they had meaningful ways to participate with the City of London as a Corporate Parent.

The City of London Corporation were able to identify a number of 'unknown' young people whose educational or work destinations were not recorded. This has resulted in work being undertaken to door-knock homes to identify destinations of young people and gather information in why they were not engaged in City of London services.

**DATA SHARING**

All data will be shared in line with City of London data sharing policies. City of London commissioning teams, who hold centralised data, can be contacted to help identify if partners are working with similar groups of young people. This information will only be provided if it can be demonstrated that there would be a direct benefit to young people in aiding their participation and if it does not break the City of London data protection policy. The City of London Commissioners have been suggested as Champions of Participation for Silent Voice, working to ensure data and information can be used to increase young people's participation within the City of London's services for children and young people.

**SAY**

The City of London Corporation are committed to listening to young people's voice. This can happen both from a top down or bottom up perspective. This means that all partners agree and are committed to listen to young people as they raise issues and young people are encouraged to raise their thoughts and opinions as part of regular delivery. The City of London Corporation and its partners are also committed to seeking opportunities to consult with a range of young people on development, commissioning and planning of services that will directly affect them as City residents.

Young people can raise their concerns, in a number of different ways which include but are not limited to the following.

- Young people are given clear ways to feed back comments, complaints and compliments in all departments and organisations that deliver activities and services to them.
- Young people are given the opportunity to feed into the evaluation of delivery and this is clearly documented.
- Where appropriate young people will be involved in secret shopping or observations of delivery and will feed back their findings in a constructive way to decision makers.
- Young people are provided a forum where they can raise key priorities as receivers of services with policy makers and commissioners.

Young people can be consulted by partners, members and commissioners using a range of methods. City Gateway, as the commissioned youth service provider, will be available to decision makers to help advise on the most suitable methods of consultation taking into account the skills levels of those they need to consult with and the barriers those groups have around participation. Decision makers are able to feed into City Gateway management set questions or areas of consultations that they wish to be taken to unit level. This will include delivery conducted by partners and outreach workers to ensure as many young people as possible are heard. While City Gateway is available to advise, facilitate and train, individual departments, partners and organisations are responsible for the planning, recruitment, delivery and review of their own consultations.

Consultations that happen internally (i.e. focused on current users for a specific department or partner) are encouraged and do not need to be co-ordinated by the youth service provider City Gateway. Partners are committed to the process of consultation and will be required to report bi-monthly to City Gateway and the commissioning team. This information will be used to evidence the City of London Corporation's commitment to participation as well as being analysed for cross cutting views of young people from the range of services, including those of partner organisations, on offer within the Square Mile.

## CLOSING THE COMMUNICATION GAP

As a listening exercise it is crucial to consult with young people. To ensure young people remain motivated to engage with the participation process it is vital that decision makers **SAY** back to young people how their views have been included in policy, strategy or planning. This requires both local (mangers within the partnership) and corporate decision makers to commit to responding to the comments made by young people. This can be done in a number of ways including:

- **'You Said - We Did' advertising.**
- **Responding to consultations within the youth forums and working with named young people to make recommendations.**
- **Holding action sessions where specific groups of young people are told how their voices have been used in planning, strategy or policy.**

## WORKING WITH BARRIERS TO SAY

The City of London Corporation has a commitment to encourage all young people to use their voices as part of the youth participation strategy. As such consultation will include identified groups of vulnerable young people. These groups include but are not limited to:

- **Care Leavers**
- **Looked After Children**
- **Young people who receive support from Troubled Families and Early Intervention**
- **Young people with SEND**
- **NEET young people**
- **Young people who are accessing substance misuse services**
- **Young people with identified safeguarding needs**

To ensure that young people from these groups are able to **SAY** to decision makers how they feel the City of London Corporation is committed to ensuring that young people from these groups can participate by nominating a Participation Champion who works with these groups to ensure they have the opportunity to have their voice heard using methods that are suitable for their location and skill level.

Youth Participation Champions for these areas will advise on the most effective methods to consult with these groups as well as ensuring that there is direct access to young people they work with from these areas.

## LOOKED AFTER CHILDREN

Many of the Looked After Children, who come under the City of London Corporation's responsibility, do not live within the Square Mile. The City of London Corporation and City Gateway must continue show their commitment to ensuring that these young people can participate by identifying and documenting remote methods of consulting with young people as well as creating opportunities to 'return' to the Square Mile to take part in participation activities.

## EXAMPLES OF PRACTICE

In October 2013 LAC were invited to a consultation event specifically looking at their relationship with the City of London as a Corporate Parent, what services they access and what information they have access to. This identified that many, although not all, young people want methods to remain connected to the City of London, as well as identifying language, location and IT as limiting factors and barriers that prevent their increased participation. This information has been passed to Commissioners so they are able to design services that are suitable for this group of young people.

Each quarter City Gateway consult with non-users of the City of London Universal offer through street based work. This has allowed City Gateway managers to specifically design services in line with the voices of non-users groups, increasing the uptake of these services. This included providing girls' specific work as well as access into IAG support and training opportunities.

## DO

City of London are committed to providing opportunities for young people to co-deliver the services that are provided to benefit young people within the City. The City recognise that young people need to be provided opportunities that are suitable to their ability and confidence, while at the same time involving real responsibility for young people that helps them to grow and develop as leaders and contributors to their community.

Young people need to be provided with opportunities to work alongside staff from both City and Partners that is at a suitable level. A suitable level is defined as (*an area that?*), 'Gives the young people real responsibilities, where the impact of their contribution can be identified and that challenges them grow in their skills and step out of their comfort zone'.

Partners and organisations are committed to creating opportunities that are suitable to young people with a range of skills. The forenamed champions for vulnerable young people can be consulted to ensure that opportunities are made suitable for young people who have specific needs. This should include, ensuring there are opportunities made available each year for young people visiting the City who are externally placed as looked after young people. Young people will be advertised to young people through Mix and Match Job Descriptions (More information below).

The importance (aim?) of allowing young people to work alongside staff in delivering project is firstly to create and maintain an ethos of partnership between services and young people, and secondly to progress young people through the participation strategy. By providing young people the opportunity of working alongside managers, delivery staff and City officers, young people are able to gain an understanding of the complex decisions that need to be made to make young people services deliverable. Young people are able learn and work through the conflicts that occur in making sure delivery is participatory and of good quality. Through ensuring that these volunteering opportunities come from the full range of teams and services that work for the benefit for young people, young people are provided with access to a wider range of opportunities. This helps them to aspire to gain skills in areas from both front facing teams i.e. youth workers support services, as well as wider disciplines such as finance, commissioning and marketing.

All young people who take up a Mix and Match JD opportunity will be referred to as **Young Leaders**.

### **SPICE:**

To motivate young people to take up volunteering opportunities through City, the City of London have commissioned SPICE to embed time credits both for young people and the wider community. For every hour a young person gives on any Mix and Match Job Description. These Time Credits can be spent through named commercial businesses and partner organisations, providing them with wider opportunities to try new activities at no costs.

Spice will interact with each stage of this strategy, as they will be committed to consulting young people as to where they want to be able to urn and spend credits, they will provide opportunities for volunteering along site Spice activities and staff. Spice will also seek recommendations from young people, as to how they plan, deliver and write strategies to develop the Spice brand.

### **Mix and Match JD's**

The Mix and Match JD's will be used to advertise opportunities for volunteering to young people. Partner organisations have the option to create a JD and advertise this internally to their own participants or through the Youth Service provider (City Gateway) to provide opportunities for young people who have not previously used their service.

JD advertised both internally and externally will be sent to the youth services provider (City Gateway) bi-monthly with a report on which young people have taken up the opportunities and for how many hours, so they can be accredited with their SPICE currency.

Champions for specific vulnerable groups can be consulted to ensure that the opportunities are advertised to the suitable groups and to make sure that JD's are written with specific vulnerable groups in mind when appropriate.

City Gateway have provided a template CV to ensure a standard approach across all partners (Appendix 1). Each partner organisation will be required to guarantee and prove that the participation champion (see champions) has the skills to oversee the opportunity and is safe to work with young people, including a DBS check.

Each JD must contain the following information:

- **The Shared Valued of Participation**
- **Who the young person will be responsible to (Participation Champion)**
- **The number of hours and times required to take up the opportunity**
- **Previous skills or training required to be held by the young person if any**
- **The skills and qualifications that they will gain from taking up the opportunity, where relevant**

Through offering a range of opportunities, this strategy aims to ensure that young people are able to control the number of hours they spend on volunteering, and that they are able to take up opportunities that will provide them with a range of skills across a number of areas.

## TRAINING

City of London and City Gateway acknowledge the importance of using 'Do' as an opportunity to build young people's skills. These need to be both soft skills as well as formal accreditations. As a part of each JD young people will be provided with a set of skills they will gain. These should always be backed up by training either 'on the job' or as part of the Universal Youth Offer.

### Training for all Young Leaders:

- **Public speaking**
- **Working with others**
- **Working with peers**
- **Using feedback**
- **Setting Goals**
- **Time Keeping and Personal Management**
- **The Characteristics of a Young Leader**

### Role Specific Training:

This is training that will be specific to an opportunity that enables a young person to take on specific responsibilities. These will be provided by partner organisations with the relevant knowledge and skillsets and may include (not and exhaustive list):

- **Drugs awareness**
- **Marketing**
- **Sports Coaching**
- **Planning sessions**
- **Delivering sessions**

Some training will be formal and result in a qualification for young people. City Gateway as the Youth Provider will be responsible for mapping and entering young people for qualifications that they gain through their volunteering. Where appropriate they will use partners, such as Fusion, to provide industry specific training. Each JD will clearly identify what qualifications can be gained by a young person taking up the opportunity.

As a recognition that some young people will be taking part in the partition process to give back to their communities, rather than to build their own skills portfolio, young people are encouraged but not required to enter for accreditations. If a young person agrees they wish to take on an accreditation they will be expected to meet the criteria of the agreed accreditation.

Appendix 2 is an example of the qualification matrix used by City Gateway showing the accreditations that City Gateway are able to offer to young leaders.

Some of the skills offered through the **Young Leaders or 'Do'** strand will be offered to young people under the Enjoy and Archive strand of youth work, letting young people gain recognised skills in areas of their own interest.



In other cases young people will gain qualifications in the 'Make a positive contribution' strand of youth work helping to build the skills they need to progress through the participation strategy and develop into service delivery and decision makers. All young people who progress into the '**decide**' segment of the participation strategy will be required to show that they have undergone training identified as up-skilling them to 'Make a Positive Contribution' as well as to skills based sessions.

#### **Examples of Practice:**

Young people were invited by City Gateway to organise, plan and deliver a community event. The young people who were selected to support this work had not previously been involved in the youth participation process, but through taking on a one off volunteering opportunity they gained confidence that they had skills to offer to the local community and agreed to come on the Young Leaders training residential. The event they planned had over 50 young people attend, this is 50% of the universal service KPI, and so it was a significant contribution to co-delivery of services.

## **DECIDE**

At the '**DECIDE**' level of this strategy, **Young Leaders** will be given the opportunity to become **Youth Advisors**. A Young Leader will need to show that they have undergone, or are willing to undergo, the relevant training (see above), as well as agree to commit to serving as a Youth Advisor for a minimum of one school term.

The role of the **Youth Advisors** will be to work with the youth participation manager, City Officers, and partner organisations to make evidence based recommendations into their systems of decision making.

#### **MAKING RECOMMENDATIONS:**

To make a 'solid recommendation' Youth Advisors will be provided with the following:

- Consultations from other young people and service users.
- Limiting parameters for the decision, such as budget or wider factors.
- Recommendations from delivery staff and managers.

This information will be brought by officers to the **YES group** (see appendix 4), to allow Youth Advisors and officers to make relevant and evidence led recommendations. The YES group feeds directly into the Children's Executive Board (CEB) who are responsible for the monitoring, commissioning and quality of services for young people within the City of London. The Youth Advisors will send a report to Chair of the CEB showing their progress and making recommendations to be approved or responded to directly by decision makers.

**Youth Advisors** will also be expected to identify 3 significant issues a year that are key for young people within the City, consulting with wider groups of young people, researching current operations that cover their chosen areas, and working with relevant officers to support current delivery and recommend changes in line with their findings.

City of London are committed to ensuring that participation is a two way process and will support officers to attend YES meetings to ensure Youth Advisors are able to fully explore the issues identified as priorities by young people.

### **YOUTH ADVISORS**

The youth service provider City Gateway, will provide Youth Advisors with relevant ongoing support, and training to ensure they are able to use information that are both representative of young people views and are deliverable with in identified limiting factors.

**Youth Advisors** will also be responsible for communicating back to wider groups of young people, how their views have been used in decision making. This will be done through reporting back at unit level, and within partner organisations.

**Youth Advisors** will also act as Champions of Youth Participation, through agreeing a Charter Mark, that can be used to help identify witch organisations and projects have adhered to the City of London's Youth Participation process.

**Youth Advisors** will be representative of all the different groups who live in the City of London. This will be achieved by working with partners to ensure that each partner organisation is given the opportunity to put forward a **Youth Advisor**, as well as ensuring the youth advisors are representative of each of the 4 main residential estates within the City of London boarders. If representatives from each residential estate are not found through the partners' nomination process, the youth service provider City Gateway will become responsible for locating a young person(s), to represent the 'missing' area.

To further ensure that vulnerable groups are represented in this decision making process, a **Youth Advisor(s)** will be nominated to represent the groups named below. To ensure they are supported in this process the Youth Participation Champion for each of these groups will be required to offer support to these Youth Advisors to aid their participation.

**Youth Advisors will be sought from:**

- **Looked after Young People and or Leaving Care.**
- **Those Receiving Early Intervention support.**
- **Those supported through SEND support services.**
- **Those requiring support to access training or NEET young people.**

## YOUNG MAYOR / YMP

From the group of Youth Advisors, on an annual basis, Young People will be given the opportunity to elect a youth MP and deputy MP.

The Youth MP will take on the additional responsibilities of:

- Chairing the YES group.
- Challenging any decisions made that youth advisors feel are unfair or do not take into account young people's views.
- Approving the YES group exception report to the CEB including reporting against agreed BPI's (Best Practice Indictors).
- Attending the CEB (if this can be accommodated around their educational requirements).
- Agreeing the Youth Services BPI's.

If young people feel they are not being listened to by those that deliver their service, young people are encouraged to work with their service provider to work through these concerns. However, if young people are not satisfied with the response that will be given they will have the opportunity to contact the youth MP who will meet directly with commissioners to raise these concerns. If these concerns regard the universal service provider City Gateway, who are commissioned to support the Youth Advisors and Youth MP, the youth MP will be able to contact a named commissioner to ensure these concerns are dealt with fairly.

### **YES GROUP (NAME SUBJECT TO CHANGE)**

The Yes group is a critical part of the participation process as it provides the forum where young people and decision makers can come together in dialogue. The YES group will meet once a month with the agenda for the following month advisable for the group members. All items on the agenda should come with the appropriate amount of planning for recommendations to be made. This group is not an extension of the consultation process but the method by which young people can feed into the decision making process, ensuring young people's voices are embedded in planning, delivery, strategy and monitoring of the services that affect them.

As a commitment to this process the City of London is committed to ensuring officers make available the information outlined above to ensure that young people can make a meaningful contribution.

**Youth Advisors** commit to attending at least three YES groups each term, and committing to training that will aid them in making recommendations to decision makers.



**Youth Advisors** will also commit to feeding into the decision making processes around the recruitment and appraisals of front facing staff for the City of London and the Universal service provider City Gateway. This will either be through the use of the 'Staff Ready Profile' (see Appendix 3) both at interview and appraisal, or (preferred) through directly being part of an observation or interview panel.

#### **EXAMPLES FROM PRACTICE:**

In the appointment of the Manager for the Universal Service Manger (City Gateway) young people were invited to take part in the observations and interviews of the candidates. Young people fed back their thoughts and feelings about each candidate. This was recorded and presented to Youth Advisors along with recommendations from managers, and a breakdown of the skillsets and qualifications of each candidate. Youth Advisors and Managers agreed on the appointment of two staff members at different levels that took into account the skillsets, accreditations of each candidate as well as the preferences of decision makers and young people.

## **YOUTH PARTICIPATION CHAMPIONS**

Youth Participation Champions are specifically chosen in each department / stream to be an active advocate for the culture of participation. All Champions should aim to embody the joint City of London Corporation and City Gateway STAFF PROFILE. These are the qualities that service users have set out as the characteristics that they feel front facing staff require to work with young people. Champions exist to ensure young people from their department / stream are able to understand and engage with each level of this strategy and have access to have their say, volunteer and make decisions about a wide range of services. These services do not only include the ones that obviously affect them, such as youth work, but those that are less explicit or behind the scenes including communications, departmental plans and commissioning.

Named Youth Participations Champions from partner organisations and identified departments will be responsible for ensuring that this strategy is fully embedded into the working ethos of their teams and organisations. Each Champion will be expected to embody the Staff Profile written by young people.

## **STAFF PROFILE**

#### **FRIENDLY:**

Makes an effort to get to know us

#### **APPROACHABLE:**

Helps us feel comfortable to come to you.

#### **COMMITTED:**

Invests in us and gives second chances.

#### **A PASSIONATE ROLE MODEL:**

Wants to work with us, wants the best for us, and helps us want the best for ourselves (doesn't look down on us).

#### **UNDERSTANDING AND EMPATHETIC:**

We are different in many ways and similar in others, try and see thing from our shoes.

#### **TRUSTWORTHY:**

Makes decisions with us and aims to show us how decisions made are best for us.

#### **FUN:**

Not always being focused on the tasks, gets to know us as well.

#### **GOOD COMMUNICATOR:**

We like to feel listened to, heard, and positively engaged. We want you to always be honest and kind and give us constructive criticism.

#### **PROBLEM SOLVER:**

Quick to respond and help us think through solutions, providing different points of view.

Champions are responsible for ensuring that within their area, department or stream, young people have clear ways to participate across the different levels of the strategy.

**Each champion will be required to:**

- Send bi-monthly reporting and evidencing on how young people have fed into their areas against the different levels.
- Support Young Leaders to or directly run focus groups or consultations to get direct feedback on their areas.
- Attend at least 4 of the monthly YES meetings to feed back results or help them raise issues of concern.
- Write JDs that show young people how they can join in delivery within their area.
- Support and co-ordinate young people who take up the opportunities within the JDs they submit.
- Feed back to Young Leaders and young people how their participation has influenced decisions.

To support Area Champions there will also be Champions for the four streams who can support Area Champions in ensuring that they are working across the levels of the participation strategy.

## 4. REVIEW PROCESS

Each department and key partner will be responsible for their own review process based on guidelines set by City Gateway. Success can only be determined based on a strong mix of qualitative and quantitative results – the aim of this strategy is to move young people along a process from being a Silent Voice statistic to being an individual active participant and we must see this process in the review. It is an inherent part of the strategy that young people's voices are directly fed into the relevant levels of governance and that the decisions made on their behalf are fed back to them. While City Gateway can help to facilitate this process, each department must take ownership of their own systems of monitoring and feedback.

Participation is an ongoing and fluid process which is only achieved once all children and young people's voices are not only heard but fully integrated into service delivery. While this may seem utopian, it is the benchmark we must strive toward to achieve maximum engagement with the strategy.

## TRACKING AND REPORTING

To ensure that key issues are identifiable and that consistent standards of practice are adopted by all departments and key partners Champions are required to provide a brief, bi-monthly report that shows their activity against the 4 stands of the strategy.

The reports of key partners are sent to and collated by the nominated person in each department, who will be responsible for summarising these reports both to the Children's Services Commissioners and the Youth Advisors. This information will be used to guarantee that commissioned services are working towards the same joint values of youth participation.

These reports will also help Commissioners to identify key themes that cut across all provisions against all the stands of the CYPP. This information can then be used to improve services for young people within the Square Mile.

Individual organisations will be required to provide evidence of their activity in line with these reports to the City of London Children's Commissioners in the event of any quality inspections or audits.



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## Action Plan

In the coming year we aim to meet each level of participation in the following ways:

### CITY OF LONDON PARTICIPATION STRATEGY | CITY GATEWAY DELIVERY ACTION PLAN

SILENT VOICE		
YEAR ONE Q4	JANUARY	TARGETED SUPPORT REVIEW
	FEBRUARY	
	MARCH	
YEAR TWO Q1	APRIL	TARGETED SUPPORT REVIEW
	MAY	
	JUNE	
YEAR TWO Q2	JULY	TARGETED SUPPORT REVIEW
	AUGUST	
	SEPTEMBER	
		By the end of Y1Q4 we will have undertaken a full review of our detached and outreach work within City enabling us to collect a wider range of data on non-service users so as to signpost to specific services based on expressed need and/or interest. We will also launch social media platforms allowing us to communicate with potential service users as well as Looked After Children & Care Leavers and those living in outlying estates.
		By the end of Y2Q1 we will have both hard and e-copies of a live community map of internal data. This will outline demographic, borough movement, areas of need, services etc. and will enable us to assess shifts in data.
		By the end of Y2Q2 we will have worked with City of London and partner organisations to identify and map data sets currently held on various systems regarding young City residents.

YEAR TWO Q3	OCTOBER	TARGETED SUPPORT REVIEW	By the end of Y2Q3 we will have a signed agreement by all partners as to how we share and manage data to assess need and increase participation and engagement.
	NOVEMBER		
	DECEMBER		
YEAR TWO Q4	JANUARY	TARGETED SUPPORT REVIEW	By the end of Y2Q4 we will have both hard and e-copies of a second live community map of data and intelligence from partners which can be shared across services increasing joined up working.
	FEBRUARY		
	MARCH		

SAY		
YEAR ONE Q4	JANUARY	
	FEBRUARY	TERM PROGRAMME CONSULTATION
	MARCH	
YEAR TWO Q1	APRIL	
	MAY	TERM PROGRAMME CONSULTATION
	JUNE	
YEAR TWO Q2	JULY	
	AUGUST	TERM PROGRAMME CONSULTATION
	SEPTEMBER	ANNUAL SERVICE CONSULTATION
		<p>By the end of Y1Q4 we will have identified and trained staff champions in key areas on participation and how to embed this throughout their service area. We will also have established Youth Boards at each City Gateway session which advertise services, celebrate achievement and feed back on decisions made from consultations. We will encourage partners to set up similar board in their sites.</p> <p>By the end of Y2Q1 we will have produced consultation resources for partners and want to see a wide range of consultations being delivered and mapped across of areas and youth services.</p> <p>By the end of Y2Q2 we will have set up a termly Young People's Forum where young people can openly raise issues of concern and have them heard by decision makers at all levels of service provision.</p>

YEAR TWO Q3	OCTOBER		By the end of Y2Q3 we will have trained up Young Leaders and Youth Advisors who will be responsible for feeding back decisions made from consultations to young people at sessions.
	NOVEMBER	TERM PROGRAMME CONSULTATION	
	DECEMBER		
YEAR TWO Q4	JANUARY		By the end of Y2Q4 we have held a review with young people to assess the impact champions are having on youth participation.
	FEBRUARY	TERM PROGRAMME CONSULTATION	
	MARCH		



DO		
YEAR ONE Q4	JANUARY	By the end of Y1Q4 a range of JDs will be written by City Gateway and participating partners and published online and in sessions. These will range from low to high level in ability and commitment.
	FEBRUARY	
	MARCH	
YEAR TWO Q1	APRIL	By the end of Y2Q1 we will have conducted staff led volunteer drive to sign young people up to JDs and Spice Time Credits.
	MAY	
	JUNE	
YEAR TWO Q2	JULY	By the end of Y2Q2 all young people retained on JDs will have completed training and achieved accreditations in volunteering and-or leadership.
	AUGUST	
	SEPTEMBER	
YEAR TWO Q3	OCTOBER	By the end of Y2Q3 trained Young Leaders and Youth Advisors will plan and deliver a youth led volunteer drive to sign more young people up to JDs and Spice Time Credits.
	NOVEMBER	
	DECEMBER	
YEAR TWO Q4	JANUARY	By the end of Y2Q4 all young people retained on JDs will have completed peer led training and achieved accreditations in volunteering and-or leadership.
	FEBRUARY	
	MARCH	

DECIDE		
YEAR ONE Q4	JANUARY	
	FEBRUARY	
	MARCH	By the end of Y1Q4 we will have ___ a full recruitment and marketing drive for YA. This will be targeted at each City Gateway session, partner organisations and schools. We will use taster workshops to develop a “youth-friendly” version of the CYPP.
YEAR TWO Q1	APRIL	YOUTH ADVISOR INTERVIEWS
	MAY	
	JUNE	
YEAR TWO Q2	JULY	By the end of Y2Q1 we will have conducted interviews for Youth Advisors and relaunched this programme. We aim to have one young person representing each session, school, partnership organisation and residential ward so as to have a broad cross-section of City residents and service users engaged in decision making. The Youth Advisors will have reviewed the charter mark, branding and Hear By Right map ready for launch in September.
	AUGUST	YMP ELECTIONS
	SEPTEMBER	
		By the end of Y2Q2 young people will have elected a Youth MP / Young Mayor.

YEAR TWO Q3	OCTOBER	LEADERSHIP RESIDENTIAL	By the end of Y2Q3 all Youth Advisors will have completed training and have received accreditations.
	NOVEMBER		
	DECEMBER		
YEAR TWO Q4	JANUARY	HEAR BY RIGHT APPLICATION	By the end of Y2Q4 Youth Advisors will have completed a full Hear By Right application for City of London.
	FEBRUARY		
	MARCH		

# Key Performance Indicators

To ensure the strategy and its delivery is effective City Gateway (delivery provider) will be held accountable to the following agreed KPI's and BPI's.

INDICATOR	RECOMMENDATION
1.1 We have a central commitment to participation	Training of Champions to ensure participation is embedded throughout the organisation.
1.2 We show clearly our shared values on participation	Shared Values are embedded in the strategy and are clearly visible at all sessions.
1.3 We recognise and promote Article 12 of the convention on the Rights of the Child	Complete
2.1 We have done an audit of our resources that support participation	We will begin the application process by the end of Y1Q4 to gain recognition before Y2Q4.
2.2 We have a strategic plan for participation	Complete
3.1 Young people tell us how they want to participate	Consultation calendar attached (appendix. 5)
3.2 We have lots of different ways for young people to participate	Consultation resources for partners will be created and distributed in Y2Q1
3.3 We make sure lots of different young people are included in participation	Our Silent Voice – Say – Do – Decide model ensures that as many different young people's voices are consulted.
4.1 We have a range of policies in place to support participation	Policies are available upon request.
4.2 We have budgets and finance systems in place to support participation	Youth Advisors will be trained in budget management and will help oversee the participation budget.
4.3 We record and promote 'what's changed' because of participation	This is documented for governors through monthly and quarterly reports and for young people through "you said – we did" and eventually youth champions
5.1 Job descriptions etc. of key staff include skills and commitment to participation	Included in City Gateway internal role. To be included in City and partner roles.
5.2 Young people participate in the recruitment and induction of key staff	Young People play an active part in the recruitment process of all new front-facing staff.
5.3 Supervision and appraisal of key staff includes progress on participation	Staff are trained in participation. Participation is written into session plans and staff supervisions.
6.1 Young people receive participation training	Young Leaders, Youth Advisors & YMP receive accredited training in a range of disciplines as listed in the strategy.
6.2 Staff receive participation training	All City Gateway staff and Champions receive participation training.
6.3 Young people have enough information to participate fully	Participation is embedded in every level of our provision. Information should flow up and down the strands so that young people know their voice is being heard. This is monitored by consultation, observation and secret shopping.
7.1 Senior managers and leaders are champions for participation	Champions have been identified and sit within all levels of staffing.
7.2 Senior managers and leaders support innovation in participation practice	This is monitored by consultation, observation and secret shopping.
7.3 Senior managers and leaders take an active part in participation events	Participation is written into all internal City Gateway roles. Participation should also be written into front facing City roles.

## Good Practice Model

City Gateway is currently the only holder of Hear by Right Gold award. We are looking to build on the success of this achievement and continue to build routes for all young people to participate in all areas of the organisation.

### Shared Values

Is there a strong commitment to involving children and young people at the heart of the organisation's values and beliefs?

- Young people are a central commitment of City Gateway and the CoLC youth service. They have a variety of ways to feedback on services as well as helping to develop and priority areas of work, helping plan delivery and playing a central role in delivery and feedback. This includes the participation process, youth lead funding process, youth evenings evaluation process, youth work year planning prioritisations and planning process.
- Young People's participation is documented in City Gateway's policies and governance documents. Participation of young people is displayed on public notice boards and documented in the planning and evaluation of sessions and programs.
- Shared values, developed in negotiation between staff and young people, are on display within the youth service delivery spaces. These will be reviewed with young people over the year annually.
- Young people are given the opportunity to feed into policy, and Youth Advisors are invited to review individual staff performance as well as make recommendations regarding the development of projects and central services such as HR through the organisational yearly planning process, as well as the success of projects against shared values.
- City Gateway will review the involvement clients in the year planning process and documenting the impact of their involvement and lesson learnt from the approaches used to gather their thoughts on specific issues.
- A team of representatives from the client group will be assisted by named managers in developing the skills needed to directly negotiate shared values with organisational decision making bodies.

### Strategy

How are you monitoring and reviewing the strategy (Hear by Right if you use it or any other Participation Strategy) and the impact of children and young people's involvement?

- Internally City Gateway employs specific positions whose roles are to encourage young people's participation and inclusion. Within the youth work department and in specific roles in other parts of the organisation JD and objectives reflect the language of participation and inclusion. Within the City youth service a youth work manager will be employed to manage the youth partition service.
- A strategic plan for young people's involvement is being developed; Youth Advisors will be consulted on what model of participation they best engage with. Within the youth work department there are agreed roles and staff positions for young people as well as structural processes to allow young people to participate on the agreed levels set out in the youth participation process.
- The Youth Advisors team will be involved in the development and agreeing of the youth work teams strategic plan and subsequent unit plans. All service users are invited to feed into the organisation strategic plan through interviews and learning cafés.
- Policies within City Gateway refer to the active participation of young people, including volunteer agreements for young people and Job Descriptions for City Gateway's young members of staff.
- City Gateway will look to employ young people who have progressed from the youth service as sessional workers, youth workers or as sports apprentices where appropriate.
- Every year young people vote for representatives that directly present key priorities and values to decision making bodies within the organisation.
- The City Youth MP will be instrumental in leading surgeries and youth consultations.

### Structures

What structures will best serve the interests of all involved, including excluded young people?

- Young people are consulted on structures that help or hinder their active involvement with City Gateway, for example working with young women around structuring girls work. Interview processes help staff to establish gaps perceived by young people and service users.
- City Gateway's IYSS model provides both formal and informal ways that young people can become actively involved.
- Young people's views are built into decision making. Their feedback is taken for all key appointments of staff as well as decisions from program design to how budgets are spent on resources within specific projects.
- City Gateway partners with many organisations to ensure that we work to include a diverse group of young people. Partners include YOT, PAYP, schools and PRU's Young people, and partners are routinely asked to comment on City Gateway's ability to prove an inclusive environment and how to target underrepresented groups such as girls within youth work.

- Young people are included in City Gateway's scrutiny structures helping to review and feedback on staff performance as well as project evaluation. This takes the form of youth worker observations and/or session and lesson observations.
- City Gateway regularly has young people that represent them with local partners, external agencies and funders.
- City Gateway fundraise for a youth controlled budget to allow young people to directly influence project commissioning, design and structure as well as consulting young people in fundraising and service design services.

### Systems

Can you prove the impact of children and young people's participation on decision-making and on the services they use?

- City Gateway has robust safeguarding policies that are explicit about young people's participation and involvement.
- Budgets are set aside for youth forums and the continuation of young people's participations. City Gateway also holds a safeguarding budget that allows for additional resources to be freed up if a young person is prevented from participation due to external risk factors.
- City Gateway record young people's feedback and can evidence the changes that are implemented from their comments. Through Professional Lead meetings consultation is taking place to implement this in the quality improvement process for City Gateway as a whole.
- Young people's achievements are recorded in a range of ways including a role of honour, case study documents and award evenings.
- Young people and Youth Advisors are consulted on appropriate rewards for participation and involvement as well as having identified budgets.
- City Gateway works with a number of partners placing young people as apprentices and encouraging wider active involvement.
- City Gateway carries out ongoing review of safeguarding and transition and other relevant policies taking youth participation into account.
- Safeguarding budget is reviewed on an annual basis, were reasonable, to ensure young people's ongoing participation despite risk factors.
- Youth Lead budgets are to be formalised in line with available funding and young people and Youth Advisors are to be consulted on the rewards for participation to come out of this budget.

### Staff

How do you make sure staff really do support the active involvement of children and young people?

- City Gateway's job descriptions for face to face staff all require that they have the skills to encourage active involvement of young people.
- Young people are included on the decision making off all key staff through interviews and giving feedback on sessions run by interviewee's.
- Youth Advisors and apprentices' feedback on staff performance within the youth work team for appraisals through observations around key skills and values.
- Young people are included in the induction of new members of staff and staff are introduced to the different ways that young people are active participants in City Gateway.
- Young people are given a large range of volunteering and employment opportunities within City Gateway.
- Young people have input on the recruitment of some managers within City Gateway and are able to communicate directly with senior members of staff.

### Skills and Knowledge

How can decision-making be more inclusive and accessible to less confident or experienced younger people?

- City Gateway and prospects has clear progression routes for young people and our work aims to ensure young people have the skills to make change happen, including negotiating and presenting ideas to working with budgets and information management.
- All young people at City Gateway have a learning plan that includes their professional development. Internally, professional standards are managed through professional lead meetings and quality improvement meetings where key areas for learning are identified.
- City Gateway ensures that all young people are given the information to aid their participations. This happens through advertising and through staff encouraging young people in to opportunities to participate.
- Young people do not currently train managers in the active involvement of young people. However, Youth Advisors, apprentices and volunteers work directly with managers permitting high levels of dialogue and learning to occur.
- City Gateway's Youth Advisors, volunteers and apprentices are actively involved in encouraging other young people to participate. The Youth Advisors have been involved in defining characters of a young leader that clearly identify their roles to aid feedback and participation, and clear boundaries are provided for them to ensure they can operate within safe boundaries.
- City Gateway's young people deliver sessions and training to other organisations and partners.

- City Gateway is committed to mentoring young people and acknowledges the importance this has in assisting young people to continue to participate.

#### **Style of Leadership**

Are young people leading projects with appropriate support?

- There are key managers in the organisation who have the responsibility for promoting and championing young people's involvement.
- Managers at City Gateway and the City accept that young people may make mistakes and have set up support systems such as mentoring to encourage young people to continue their participation through mistakes. Youth Advisors and volunteers are encouraged, through supervisions, to reflect on their experience and learn from them.
- Managers publicise and celebrate young people's participation. Young people's participation is a key message given to partners and supporters.
- Managers and Leaders in the organisation are required to undergo training to encourage young people's active involvement including professional youth work, supervision and teaching qualifications.
- Young people work closely with senior staff providing on-going opportunities for conversation and learning.
- Leaderships of key projects and the youth work team is shared with young people through their feedback and project development process.

DRAFT

## YOUNG LEADER JD (TEMPLATE)

**Young Leader – *Specific Role***

**Main Workbase**

**Hours:**

**Length of Role:**

**Champion:**

**Remember you will earn one SPICE TIME CREDIT for every hour you volunteer.**

### Main Purpose

At City Gateway we have a core ethos of working alongside our service users. The aim of young leaders programme is to allow young people and other service users to input directly into delivery and decision making. This JD outlines one of many ways you can work alongside staff to shape City Gateway and ensure we are running programs and services that are needed and relevant to our user group. You can take on a number of different roles at any given time, but you are responsible for making sure you feedback to your named champions on your progress.

Make sure you do not overload yourself with too many activities, and that you can commit to any roles. We hope you use this programme to broaden your skillset and to give back to your community.

### Characteristics of a young leader

When developing the young leaders' team it was felt that it was important not to limit young people to set roles. This is why you can 'Mix and Match' JD's. As an organisation, we want to ensure that young people are given the opportunity to develop leadership skills in every area of the organisation, as well as to feed into the operational and governance process of all areas of our work. We have young leaders who work within our HR and Administration departments as well as those who deliver work directly to their peers. To ensure that young leaders in all their varying roles are working to the same set of values, we have agreed a list of characteristics that young leaders are expected to be able to develop and demonstrate as they work with staff to ensure young people are full participants in the work of City Gateway.

**Young leaders are half staff and half young person who are expected to be able to:**

- be understanding
- be trustworthy
- take on responsibility
- be friendly



- be themselves
- maintain proper boundaries with staff and other young people
- listen to other young people
- be an advocate
- learn from their mistakes
- use their ideas for the benefit of other young people and service users
- continue learning

## Main Responsibilities

Our young people are our best promoters – you are the people who make our reputation by telling your friends and peers what you have been able to achieve by enrolling with City Gateway. Peer referrals are the most common way that new young people come to us. Please help us to continue with our work by becoming an ambassador and spreading the word!

- Promote the training and apprenticeship opportunities available through City Gateway
- Attend an agreed number of events (school –based events / careers fairs with partner organisations etc. throughout the year, aimed at providing information about training and apprenticeships to young people usually aged 14-18
- Be able to explain the benefits of apprenticeships in an impartial way when necessary
- Be comfortable to share personal experience of training / apprenticeship when appropriate

## Personal Specification

Person Specification	Essential	Desirable
	•	
	•	
	•	

### Qualifications Available with this JD

Please note you will need to agree starting this qualification with the Champion named above. Sign up is not automatic.

Qualification	Time Commitment	Level	Qual Lead

### Main Skills Gained with this JD

At City gateway we aims to help young people reach their full potential; one way we can help you do this is by offering activities in lots of different subjects and areas. You can let us know which areas of your development you are inserted in working on by circling as many of the activities below that you think you would enjoy, or benefit from.

	<b>Sports</b>	<b>Personal Social Development</b>	<b>Mentoring</b>	<b>Volunteering</b>	<b>Arts</b>	<b>Life Skills</b>	<b>Climbing</b>	<b>Dance</b>	<b>Music</b>
Level 1 AQA,	Climbing Hockey Football Volleyball ball Table tennis Pool Other	Confidence building Friends / Relationships Money management Study skill Bullying Body image Anger management Other.....	Listening skill Befriending Into to Peer mentoring	Volunteering at an Event Level 1	Photography Drama Poetry Lyric writing	Personal safety, Healthy eating Basic DIY Communication skill	Introduction to Rock climbing	Street dance Jazz House Ballet	Lyric writing Production skill
Level 2 D of E Award Nicas	D of E Bronze Futsal Ref	PSHE and Sex and Relationships awards	Peer mentoring Citizenship	Volunteering D of E Bronze CVQ – Level 1 Volunteering at an Event Level 2	Art Award Bronze	Short course awards First Aid at work Food Hygiene	Nicas level 1	Bronze Arts Award	Bronze Arts Award
Level 3	Per Apprenticeship FA Level 1 other officiated coaching	Oasis Esteem Taster	Oasis mentoring	D of E Silver Youth work Apprenticeship Lvl 2 CVQ – level 2 Volunteering at an Event level 3	Art Award Silver		Nicas level 2 Site specific training 18 years only	Silver Arts Award	Silver Arts Award
Level 4	Sport Apprenticeship	Oasis Esteem full course	Oasis Mentoring Full course	D of E Gold Youth work Apprenticeship Lvl 3 CVQ level-3	Media Apprenticeship	QCF Catering and Hospitality	Lead Climber		Media Apprenticeship

## APENDIX 3

### EXAMPLE CHAMPION'S REPORT

Area	Safeguarding					
Period	December					
Champion	Name					
Silent Voice:	Data show a significant increase in the rise of DV for young women from the ages of 16-19. Consultation to be run on what interventions service users would be helpful.					
What data, information has been used that identifies trends	Learning set to be run to look at what has worked from the point of view of the staff.					
Say:	Feedback take from referral tracker – Top ten providers sent congratulation letters.					
What focus groups, consultation or feedback has been gathered on your areas from service users, where will this be reviewed and actioned	Feedback gathered from service users at close of case, to be reviewed next safeguarding board. Trustee invited					
Do: How have young people been helping to deliver the service	Name of young person	JD ref	No of hours	Signed up for qual	Feedback	Spice Credits issues
	Name	Secret shopping	4	Yes	Always late	4
	Name	Secret Shopping	4	No	Helps lead the team	4
Decide: How have young people helped to make decisions in planning and governance	Not this month. Trustee invited to next board to review user satisfaction.					
Future Plans:	Run consultation with young women and pervious service users on helpful interventions for DV.					
Feedback given to young people:	Young people who have helped with secret shopping have designed a recommended service poster for the learner boards in the hub.					

# APPENDIX 5: SAMPLE CONSULTATION CALENDAR

	STRAND ONE (IAG)	STRAND TWO (TARGETED SUPPORT)	STRAND THREE (PARTICIPATION)	STRAND FOUR (UNIVERSAL PROVISION)	STRAND FIVE (DATA COLLECTION)	REQUESTED
APRIL			YOUTH FORUM			
MAY		TARGET CONSULTATION (SILENT VOICE)	UKYP MANIFESTO REVIEW	HOLIDAY PROGRAMME CONSULTATION		
JUNE			REQUESTED			
JULY	IAG CONSULTATION		END OF YEAR REVIEW			
AUGUST		TARGET CONSULTATION (SILENT VOICE)		AUTUMN TERM CONSULTATION		
SEPTEMBER	ANNUAL SERVICE CONSULTATION					
OCTOBER			YOUTH FORUM			
NOVEMBER		TARGET CONSULTATION (SILENT VOICE)	UKYP MANIFESTO REVIEW	SPRING TERM CONSULTATION		
DECEMBER			REQUESTED		SOCIAL MEDIA CONSULTATION	
JANUARY	IAG CONSULTATION		YOUTH FORUM			
FEBRUARY		TARGET CONSULTATION (SILENT VOICE)	UKYP MANIFESTO REVIEW	SUMMER TERM CONSULTATION		
MARCH			REQUESTED		DATA CONSULTATION	

<b>Committee:</b>	<b>Date:</b>
Safeguarding Sub Committee	5 February 2014
<b>Subject:</b> Ofsted inspection preparation Self-Assessment	<b>Public</b>
<b>Report of:</b> Director of Community & Children's Services	<b>For Information</b>
<p style="text-align: center;"><b>Summary</b></p> <p>This report summarises the approach taken by the City of London in preparing for its Ofsted Inspection of services to children in need of help and protection, children looked after and leaving care. It identifies strengths and areas for development after a self-assessment exercise was undertaken within the Department of Communities and Children's Services.</p> <p>As a result of the assessment, the Department is confident that it is delivering 'good' services to children and families and that there are indicators of 'outstanding' practice. An action plan has been created to address the areas for development.</p> <p><b>Recommendation(s)</b></p> <p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note the report; and</li> <li>• Agree the proposal to bring regular updates on progress to this Committee.</li> </ul>	

## Main Report

### Background

1. Ofsted is the regulatory body that inspects local authority Children's Services' arrangements in respect of Safeguarding and Looked After Children.
2. These inspections focus on evaluating outcomes for children and young people and the impact that practice and services have on improving outcomes, including through managing risk and minimising the incidence of child abuse and neglect. The programme of inspections of safeguarding and looked after children services and outcomes is carried out by experienced inspectors from Ofsted under section 20 of the Children Act 2004.
3. The scope of the inspection covers safeguarding and looked after children and the Local Safeguarding Children Board arrangements. Ofsted adopts the definition of safeguarding used in the *Children Act 2004*, and in the government guidance document *Working Together to Safeguard Children* (2013). This can be summarised as:

- protecting children and young people from maltreatment
  - preventing impairment of children and young people's health or development
  - ensuring that children and young people are growing up in circumstances consistent with the provision of safe and effective care
  - undertaking that role so as to enable those children and young people to have optimum life chances and to enter adulthood successfully.
4. Inspection serves to contribute to improved and sustainable outcomes for looked after children and their families. The inspection of services for children in need of help and protection, children looked after and care leavers focuses on:
- the **overall effectiveness** of services and arrangements for children looked after, care leavers and children who need help and protection.

The overall effectiveness judgement is a cumulative judgement derived from:

- the experiences and progress of children who need help and protection
  - the experiences and progress of children looked after and achieving permanence including graded judgements on:
    - adoption performance
    - the experiences and progress of care leavers
    - leadership, management and governance.
5. Local authorities will be notified of the inspection the day before inspectors arrive on-site. When scheduling inspections, Ofsted will take account of: previous inspection outcomes; information from other sources such as whistleblowing, complaints and serious case reviews; and any other relevant information.
6. Normally, seven suitably qualified and experienced HM Inspectors (HMI) will carry out the inspection. Six will be experienced in both the delivery and inspection of social care, while one inspector will be experienced in the inspection of education provision. The inspection will always be led by a social care HMI. The inspection team will normally be on-site for 11 working days across a four-week period although this depends on the size and context of the local authority to be inspected.
7. Inspectors will:
- evaluate and explore a sample of children's cases in order to judge the quality of front-line practice and management and the difference this makes to the lives of children, young people, their families and carers – this will include discussions with social work staff, including their managers and other professionals working with the child or young person;
  - test the decision-making at all stages of a child's journey: early help; referral and assessment; children in need; child protection planning;

continuing support; the decision to remove a child from home; permanence planning; placement decisions, including work to support return home; and leaving care;

- meet with children, young people, parents and carers;
- shadow staff in their day-to-day work, for example observing practice in the duty team, the work of social workers with children and families and the work of independent reviewing officers; and
- observe practice in multi-agency meetings such as child protection strategy meetings, child protection conferences, looked after children reviews and resource panels.

## **Current Position**

8. As part of the preparation for inspection, Children's Services have undertaken a Self-Assessment against the indicators set out by Ofsted for the judgement of 'good' to 'outstanding' using a self-assessment tool. This evaluation has helped us to identify strengths in our arrangements and areas where we feel we can strengthen our arrangements in order to achieve a judgement of 'outstanding'.
9. The Self-Assessment tool is to be used as an iterative process which will be kept updated and will be brought back to the Safeguarding Sub Committee each time it meets until the City is inspected. This will serve the purpose of members having the opportunity to know and comment on our strengths and weaknesses and to have a full understanding of how we deliver services to our children and families.
10. Additionally, a 'Strength Based Learning Review' took place within the Department during week commencing 20th January 2014. This exercise took the form of two independent experts in the field of Social Care auditing our case files, meeting with our Children and Families team and talking to our young people in the same way as the Ofsted inspectors might when we are inspected, in order to identify areas for improvement and to test how well we know ourselves.
11. We believe that our real strengths lie in the fact that we have a small, stable workforce who know all of the children and families that we work with and therefore we have a detailed understanding of their issues and are able to work creatively across the Department in order to address the difficulties that they may have.
12. We have a unique approach to cases that are 'stuck' whereby we bring them to a multi-disciplinary meeting within the Department, called the 'Top 3', so that we can address whatever problems may be arising, for example housing, substance misuse, and domestic violence etc. By bringing cases to this meeting, we can use expertise from across the Department to find creative and practical solutions to the cases, and have seen some cases 'step-down' from requiring statutory intervention.

13. The Knowledge Transfer Programme that we have with Goldsmiths helps us to apply research to our practice and has added to the training and development being undertaken within the team. It is a unique model for working with higher education institutions and social care to support Continuous Professional Development/Post Qualification opportunities for Social Workers, whilst strengthening the Social Care research base for the Higher Education Institution. We have strengthened the framework that we use for early intervention, which was previously judged as 'outstanding' by Ofsted, and our staff and partners have been trained in the 'Solihull Approach' model for early intervention and engaging hard-to-engage families.
14. The thresholds for intervention are clear and understood by all partners as a result of this training. The Children and Families team, which comprises both Social Care and Early Intervention, is managed by the same team manager. This model facilitates an effective and seamless 'Step-up' to statutory intervention where necessary, or a 'Step-down' to community-based support for families.
15. In the last year, safeguarding has been improved through the creation of an Education Forum, where all of the City schools meet with the Assistant Director People and the Local Authority Designated Officer (LADO) to discuss safeguarding issues. We have been able to promote safeguarding training with them and training in relation to the LADO role. This is another area where we are unique in having such a close working relationship with independent schools.
16. Our partnership arrangements and our relationship with the voluntary and provider sector are becoming stronger, particularly since the arrival of our new Director. This has renewed a shared ownership of responsibility and accountability for improvement within the City.
17. Recognising that there is always room for improvement, we have also identified areas where we may meet the indicators of 'good' but where we can do more to strengthen our position.
18. One of the key areas for development is in relation to our Looked After Children who are all in placements outside the boundaries of the City. We need to strengthen our arrangements through the Clinical Commissioning Group for accessing health services for these young people. We also need to ensure that we work more closely with the other local authorities where these young people are placed so that they have the right access to education and housing, particularly when leaving care.
19. Some of the areas for improvement are related to processes that are currently in development and are soon to be signed off. We cannot fairly evaluate ourselves as 'good' before these processes are embedded into the day-to-day running of the service. We know, for example, that our social workers listen to our children and families and base plans on their views, but that it is not always evident how those views have informed the plans. We will be reviewing how we can better reflect these views and incorporate them into



assessments and plans while making it clear that it is the view of the child/young person or their family/carer(s).

20. The self-assessment tool draws out an action plan for us which we will be working to complete prior to the inspection. Currently, there are 15 actions although, pending feedback from the Strength Based Learning Review, the Self-Assessment will be updated to incorporate any recommendations arising from the review.

### **Proposals**

21. It is proposed that the Assistant Director People submits regular update reports to this Committee on inspection preparation and on progress against the self-assessment action plan.

### **Corporate & Strategic Implications**

22. The work of Children's Services and our partners supports our communities and makes the City safer.
23. Building on inspection findings helps the City to continue to provide modern, efficient and high-quality local services.

### **Implications**

24. There are no additional financial implications in implementing the Action Plan as all costs are covered within the allocated central and local risk budgets.
25. There is a risk to the reputation of the City in not addressing the areas for development that have been identified, as they will be considered in any future inspection to safeguard children in the area.
26. It is a statutory requirement that all local authorities make effective arrangements to safeguard children.

### **Conclusion**

27. We are confident that we deliver 'good' services to our children and families within the City; however, we are striving for continuous improvement and it is our ambition to deliver 'outstanding' services. In order to do this, we need to ensure that we deliver improvements to the current services as demonstrated in the Action Plan within the Self Assessment.

### **Appendices**

- Appendix 1 – Self Assessment Spreadsheet.

**Background Papers:**

- Report to Community and Children's Services Committee, 20<sup>th</sup> April 2012:  
*Announced Inspection of Safeguarding and Looked After Children*

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Ref	Description	How do we meet this	Fully / Partially / Not Met	If not fully, why this judgement?	What else to we need to do	When do we need to do it by?	Who is responsible for doing it?
1.9	Decision-making is undertaken by suitably qualified and experienced social workers and managers, with decisions, all actions and engagement with the family and other professionals clearly recorded.	Evidence of management decisions is recorded on Framework. All SWs are qualified and experienced. Case file audit demonstrates that actions in relation to engagement with families are not always clearly recorded, however the majority is clearly recorded and decision making is always clearly recorded. Col Supervision policy is complied with and recorded on Framework - personal and case supervision. All SWs are qualified and experienced. Recruitment processes are rigorous to ensure suitably qualified and skilled individuals are in post. Training and development makes use of the knowledge transfer partnership with Goldsmiths and the HOS and TM are both undertaking MAs in management. The Social Care team attend City and Hackney safeguarding training and external training as identified on a regular basis.	Partially	We potentially need to improve our recording of actions in relation to engagement of families	Audit recommendations need to be implemented.	End of January 2014	Social workers / TM / HOS
1.10	For children who need help and protection, assessments (including common or early help assessments) are timely, proportionate to risk, and informed by research and by the historical context and significant events for each case. They result in direct work with families, develop in response to that direct work, and they address all domains of the local framework for assessment. Senior managers have responsibility for authorising the recommended next steps.	Framework requires management decision to be recorded before things can be progressed to the next step. Legal care plans require SM to agree and approve, adding an extra layer of scrutiny. Performance indicators show that assessments are carried out within timescales. A review of the NFA cases was undertaken. Of the 40 seen, 3 may have benefited from further preventative work being undertaken, however there were no safeguarding risks or concerns.	Partially	We have a culture of learning from research and evaluation e.g. through reflective practice sessions and Knowledge Transfer partnership however more evidence of that is needed to demonstrate how we evidence that in case recording.	Need to demonstrate how we evidence the learning from reflective practice and the Knowledge Transfer Partnership into day to day case recording. TM to discuss with team	End of January 2014	Social workers / TM / HOS
1.11	Practice is informed by feedback from children and their families about the effectiveness of the help, care or support they receive from the time it is first needed until it ends.	There is evidence of this within the case files. Young person's views in relation to contact with a parent have been taken into consideration and formed part of the plan. There has been one complaint that was taken to stage two of the complaints process which resulted in recommendations which have been included in the Children's Improvement Plan and have been fully implemented. We developed a CP leaflet to support parents and families in response to the complaint. There is a case that demonstrates engagement and how we have changed our approach.	Partially	As part of our commitment to continual improvement we want to ensure that we regularly obtain feedback from service users	We may need to come back to this in relation to additional evidence. User feedback survey? For CP and CIN. 'Exit interview' to Step-down process - how did things change for families following our support / intervention?	February 14	HOS / TM
1.20	Children, young people and families have timely access to, and use the services of, an advocate where appropriate.	We spot purchase this support when necessary. We offered an advocate to a young person who was subject to a child protection plan but this was declined.	Partially	Whilst we offer advocacy for LAC this is not always offered for CIN and CP	Need to develop systems around advocacy for CIN and CP	End of January 2014	HOS / TM

Ref	Description	How do we meet this	Fully / Partially / Not Met	If not fully, why this judgement?	What else to we need to do	When do we need to do it by?	Who is responsible for doing it?
2.4	Applications and assessments for care or other orders are accepted by the courts, minimise the appointment of experts and avoid unnecessary delay. The wishes and feelings of children and young people, and those of their parents, are clearly set out and contemporary. Viability assessments of members of the family are carried out promptly to a good standard and sequential assessments are avoided.	We have a case example of where attempts have been made to engage with the family under a CP plan with no progress from the family. This matter is now before the courts and a suitable order is being sought. The paperwork includes views from all the family, including the child and other professionals. In one case a viability assessment was done in respect of a relative at a time where there was a possibility that an ICO would be sought. On 3 applications we went in to court with an application for an Order which weren't granted. On one of the cases, the Judge gave a good summing up and acknowledged the concerns.	Partially	Of the 3 applications made to court for orders 2 were not granted and the third is still going through the court processes.	We need to look within the reflective practice sessions and have a formal meeting with Legal re the process to demonstrate how we have learned from this experience	February 14	HOS / TM
2.6	Children and young people are protected or helped to keep themselves safe from bullying, homophobic behaviour and other forms of discrimination.	Anti bullying statement is available on TrX. Schools take the lead on this because bullying often occurs within school and we ensure that Foster Carers are aware of the expectations to work with the school to address this. Children are aware that they have the support of their social worker. There was an issue of bullying at one child's school. The social worker worked with him and the school and his foster carers to address the issues of bullying. The monitoring of the Fostering Agencies ensures that they meet the NMS in relation to bullying. Any bullying issues would be recorded in the PEP and monitored at the meeting and at the LAC review.	Partially	With our commitment to continual improvement we know that there is more we can do to enhance our approach	How do we formalise the question of bullying being asked? More we could do with the Foster Carers and Commissioning?	February 14	HOS / TM / SG / GM
2.8	Children and young people are in good health or are being helped to improve their health and their health needs are identified. Child and adolescent mental health provision, therapeutic help and services for learning or physically disabled children and young people are available when needed and for as long as they are required.	A number of our UASC are receiving therapeutic support to help them overcome the problems they experienced in their home country. There is now a full complement within the Health LAC team and they have been invited to have one of their team regularly sitting with the Children's Social Care team. Regular meetings between Social Care and the Health LAC team. We have had 1 looked after medical out of date by several days due to an administrative issue. This was reported to the Safeguarding Sub Committee	Partially	We are monitoring this and it came in through the Safeguarding Sub Group and SMT performance monitoring.	Contact Hackney to see what is happening about the LAC Health Contract.	February 14	HOS

Ref	Description	How do we meet this	Fully / Partially / Not Met	If not fully, why this judgement?	What else to we need to do	When do we need to do it by?	Who is responsible for doing it?
2.9	Children and young people attend school or other educational provision and they learn. Accurate and timely assessments of their needs, as well as specialist support where it is needed, help them to make good progress in their learning and development wherever they live. They receive the same support from their carers as they would from a good parent. The attainment gap between them and their peers is narrowing. The local authority maintains accurate and up-to-date information about how looked after children are progressing at school and takes urgent and individual action when they are not achieving well. All looked after children and young people attend a good school.	The template used for the recording of PEPs was reviewed following the SLAC inspection. A review was commissioned of our LAC education provision which recommended that the template on Framework needed further work. The Targeted Educational Resources Panel (TERPS) terms of reference have been revised to meet the recommendations arising from this review and a further review will be required to reflect the methodology. We now have a framework in relation to the outcomes we wanted to measure for LAC. Educational attainment of these children, has been maintained. PEPs are also presented to the TERPS once per month where feedback is given on the quality. Quality of PEPs is on our Children's Improvement Plan. The quality of the PEPs has demonstrably improved but we recognise that there is still room for improvement in relation to the quality of PEPs that will be strengthened by the appointment of a Virtual Headteacher.	Partially	Whilst there has been improvement, we are still waiting for the Virtual Head to start	Need to get UPNs for all LAC in Framework. The new Virtual Head will be responsible for implementing improvements in the PEP QA process	March 14	Virtual Head / TM / GM
2.16	Children and young people who live away from their 'home' authority have immediate access to education and health services that meet their needs as soon as they begin to live outside of their 'home' area. Placing authorities adhere to the requirements of the placement regulations including notifying the 'receiving' authority that a child is moving to the area and assessing the adequacy of resources to meet the child's need before the placement is made (applies to adoption judgement).	Of our 8 looked after children these arrangements are in place. We have one young person where there is an exception and this is being addressed. Now that there is a full complement within Health in the LAC team, we will be working with them to address this specific issue.	Partially	We are committed to ensuring that all of our LAC have access to services where they are placed.	=Exp and F1Progress LAC & PermanentIF17	End of Jan 14	TM / admin
2.27	Children and young people are represented by a Children in Care Council or similar body which is regularly consulted on how to improve the support they receive.	There is no Children in Care Council, however City Gateway are looking at how this will work, given that all of our looked after children are placed outside the City. City Gateway have received a Local Authority Area reward grant from the CoL to enable this. Because of the size of the City, the numbers of LAC and the fact that they are all living outside of the City, we do not have a traditional CIC Council, however we try to facilitate their involvement through the previous YES group which is to be replaced by a new group which is being established by City Gateway. We held a LAC celebration event which included a workshop with our LAC children on how they can be involved. The work that City Gateway are doing is looking at alternative methods of involving our LAC. The Participation strategy will be going to the City of London Safeguarding Sub Committee which is the equivalent of a Corporate Parenting Panel elsewhere.	Partially	The Participation Strategy is still in development	Work in progress to develop the strategy	February 14	SG / City Gateway

Ref	Description	How do we meet this	Fully / Partially / Not Met	If not fully, why this judgement?	What else to we need to do	When do we need to do it by?	Who is responsible for doing it?
4.2	Pathway planning is effective and plans (including transition planning for looked after children with learning difficulties and/or disabilities) address all young people's needs and are updated as circumstances change.	There are no young people with disabilities but we have liaised with the Ed Psych for a young person who is presenting as having dyslexia for an assessment. Pathway plans are co-produced with the young people who retain a copy of them and who sign them off and add their comments. 100% compliance in relation to the completion of Pathway plans. Audits have identified good quality plans. a very small number of our care leavers are identified as NEET but these are due to mental health issues or social circumstances. In response to trying to elicit views in a more meaningful way we have developed a consultation document for care leavers.	Partially	Whilst young people's views are recorded, the template for the plan doesn't always show how much involvement the young person has had in creating the plan. A consultation document has been developed which will address this	Implement consultation document	Feb 14	SW / TM / HOS
4.7	Care leavers have access to appropriate education and employment opportunities, including work experience and apprenticeships. They are encouraged and supported to continue their education and training, including those aged 21 to 24 years. Care leavers are progressing well and achieving their full potential through life choices, either in their attainment in further and higher education or in their chosen career/occupation.	We have a few care leavers in university and others in college. One of our young people really wants to go to uni but is deferring due to social circumstances and will be supported throughout. Those at uni are supported with the higher education bursary and we fund their accommodation and where possible keep open their fostering placements for holiday periods.	Partially	It would be good if our Care Leavers had better access to apprenticeship opportunities. There have been a few issues where our care leavers in their early 20s were not supported as fully as they could have been.	Forum to be established with Apprenticeships and Adult Skills and Learning Team.	February 14	HOS / BH
4.8	Care leavers are positive about themselves. Their achievements are celebrated and the local authority shows they are positive and proud of their care leavers.	LAC Celebration Event was held in November and all LAC and Care Leavers were invited. Their views were also sought in relation to service design and delivery in order to improve services.	Partially	There has been a questionnaire devised by the young people in the YES group - need this as evidence of service design work	Pat to find the questionnaire undertaken by the YES group	End of Jan 14	HOS
5.3	The joint strategic needs assessment and the sufficiency statements are aligned and set out clear local priorities and the range of available services that respond to and meet the needs of local children, young people and families in need of help, care and protection.	The JSNA is being updated and finalised. The Health and Wellbeing Strategy established the priorities based on the evidence in the JSNA.	Partially	We have a JSNA but this is in the process of being updated.	Awaiting sign off however various sections have been updated and signed off	August 14	HWBB
5.4	The local authority is an active, strong and committed corporate parent that knows the children and young people it looks after well. It is an effective and successful champion of their progress (particularly in education and learning) and an ambitious corporate parent, ensuring that each child has every opportunity to succeed. It actively challenges and engages partners where appropriate to support children and young people, such as engaging the local authority strategic housing function.	The Grand Committee delegates "Corporate Parenting Board responsibilities" to the Safeguarding Sub Committee. This committee knows our 9 looked after children well. Reports and minutes demonstrate that members take a keen interest in the progress of our young people. We know that the Chairman of the current Safeguarding Sub will become Chairman of the Grand Committee and will enhance the member involvement at the Grand Committee. We provide performance reporting to the Safeguarding Sub Committee.	Partially	With a view to looking at ways and means of strengthening our Corporate Parenting. Participation Strategy will help	With a view to looking at ways and means of strengthening our Corporate Parenting. Participation Strategy will help	March 14	AD - People

<b>Committee:</b>	<b>Date:</b>
Safeguarding Sub Committee	5 February 2013
<b>Subject:</b> Annual Quality Assurance Review	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>

## Summary

This report informs Members of quality assurance activity that has taken place over the past 12 months in the Children and Families Team, as part of the quality assurance framework. It illustrates the key themes that have been identified in relation to the quality of assessments, reports and plans. As previously reported, quality assurance and management oversight of case work undertaken since early 2012 has demonstrated and evidenced significant progress in the quality of interventions and the overall standard of recording; for example, case notes are always detailed and highlight the voice of the child.

However, audits also identified that this is not always consistently applied in the recording of assessments. There is at times a disparity between the interventions, which are outstanding, and the way in which this is recorded in reports and assessments. These issues are fed back in supervision sessions and team meetings. Furthermore, the service has introduced group reflective practice sessions as part of its continuing improvement journey, where these issues are also addressed.

Feedback has also been obtained from social workers on how the service can move from 'good' to 'outstanding'. Social workers have specified that they feel supported by the management team and find it rewarding to work with a generic case load. However, it was identified that staff would benefit from further administrative support as well as remote working arrangements.

Overall, the quality of social work intervention is positive, children are safeguarded, direct interventions are having positive impacts and recording is demonstrating that the voice of the child is clearly evidenced in the work. Ongoing developmental work is taking place to ensure that the recording of assessments reaches the expected standard of 'outstanding'.

## Recommendation

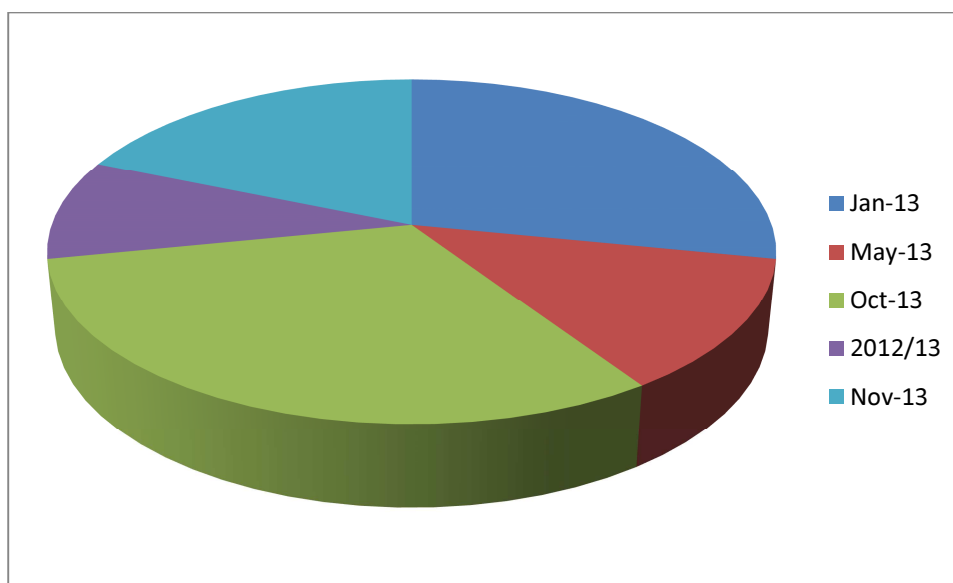
Members are asked to: Note the report.

## Main Report

### Background

1. The quality assurance framework has been in place since December 2011 and this report will show the activity that has taken place in the past year through case file audits, senior management engagement activity within the quality assurance framework and learning from complaints. Figure 1 shows the range and number of audits that have been completed in 2013.

**Figure 1: Audits reviewed during 2013**



### Audits reviewed

- ❖ Nine generic case file audits were completed by the Children's Social Care Service Manager in January 2013.
  - ❖ Four assessment audits were completed by the Children's Social Care Service Manager in May 2013.
  - ❖ 10 case file audits reviewing partnership working and the voice of the child and young person were reviewed by Children's Social Care Service Manager in October 2013.
  - ❖ Three generic audits were completed by the Departmental Leadership Team on each of the cases assigned to them.
  - ❖ Four peer audits were completed by social workers in October 2013.
2. All the audits completed show that children and young people supported by the City have been safeguarded and that risks as well as needs are being addressed appropriately through multi-agency plans. This is also evident from



both the case recordings and the key performance data provided by the performance team. The voice of the child is evident from case recordings on Frameworki and positive relationships have been established between social workers, children and young people and their carers.

### **Assistant Director visits**

3. In addition to the case audits, in July 2013 the Assistant Director carried out visits to five of our eight children who are looked after. The purpose was to hear directly from the children and young people about their views and experiences of the service. The feedback from four of the young people and their carers was extremely positive in regards to the quality of the support that they receive from the City. One young person raised several issues with the Assistant Director, which were followed up by the service. The report is attached as Appendix 1.

### **Learning from complaints**

4. During 2013, the service received a complaint from the mother of two children who have been the subject of child protection interventions. The complaint was upheld at stage two and is currently with the Local Government Ombudsman. The service implemented a detailed improvement plan to support learning from this complaint. While this has been a very challenging case for social work staff, the service has embraced the need to use it as an opportunity to improve practice for all. The improvement plan is attached as Appendix 2.

### **Thematic issues**

5. The audits completed over 2013 have been reviewed and the following key themes have been identified.

### **Areas of good practice and outcomes**

- ❖ Children and young people who are known to the Children and Families team are being safeguarded.
- ❖ Children and young people's views are listened to by their social worker and are visible in recordings and assessments.
- ❖ Children in care are in stable and supportive placements and are achieving educational attainment that is equivalent to or higher than that of their peers.
- ❖ Outcomes for our children and young people are excellent, with many of our older young people going on to higher education.
- ❖ There is evidence of good multi-agency working to support children and families.
- ❖ Children who are looked after are receiving a high level of support from health services, where this is necessary.

### **Areas that on occasion required attention following audits**

- ❖ Some chronologies were not up to date and/or did not reflect key events.
  - ❖ Some assessments required updating despite the recording itself being up to date.
  - ❖ Views of parents and carers were not always captured in assessments.
  - ❖ Assessments were not always signed by parents and carers.
  - ❖ Pathway Plans/PEPs did not consistently illustrate the child/young person's journey.
6. The above depicts a general overview of common themes arising from the audit work. However, this is not consistent with the quality of interaction observed, case notes recorded on the file and information obtained anecdotally from social workers, children and carers. This demonstrates that the majority of our children and young people are receiving a high level of support and are achieving good outcomes.
7. In order to support practice improvement, staff are accessing external training as well as having the opportunity to discuss practice issues within the reflective learning sessions. Managers are also observing practice and subsequently giving constructive feedback through regular supervision. Staff are also given the opportunity to work together on cases with more experienced staff to aid their development.
8. As a response to these findings, it was important to understand the barriers that were preventing progress being made. Feedback was sought from the social workers to establish their views on how they felt about the support that they received as practitioners in delivering services to children and families. The feedback form is attached as Appendix 3.

### **Feedback**

9. The feedback received was both constructive and insightful. It illustrated that social workers found the generic nature of the work interesting and the case loads manageable. They also appreciated the support that they received from managers; they found them accessible for advice and support. However, at times they felt that the scrutiny and oversight of their case work was disproportionate, with a focus being placed on areas where improvement was required rather than being balanced with acknowledgement of good practice.
- The logistics of managing a case load where children live across London were also highlighted. Social workers found that the travelling to and from placements took up a significant part of their day, and that this in turn

impacted on the administrative tasks to do with recording visits and updating reports. This issue will be addressed at the Frameworki Change Board.

## **Conclusion**

10. The quality assurance activity has confirmed that all the children and young people known to the Children and Families team are safeguarded against harm. Overall, the outcomes for our young people are extremely positive. There have been significant improvements in the information recorded on the integrated children's system (Frameworki), which offers a holistic view of the reason and level of intervention. Further progress could be achieved through the introduction of remote working. This would support social workers in utilising their time effectively, allowing them capacity to deal with competing demands.

## **Appendices**

Appendix 1: AD Visits

Appendix 2: Complaint Improvement Form

Appendix 3: Social Work Feedback Form

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**Community and Children's Services**

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**Complaint Recommendations Action Plan**  
**July 2013 Last updated September 2013**

No	Outcome	Action	Lead/ Timescale	Resource	Evidence
1	That parent/carers, children and young people are aware and understand child protection process. <b>Recommendation 9.2, 9.5</b>	1. That parent/carers have a guidance note explaining child procedures in regard to case conferences.	S.A & E.R  August 2013	None	Guidance note available for Parent/Carers. <b>Leaflets now available. Social workers will ensure they see families a week prior to a conference taking place if possible.</b>  ICS Record relating to pre-conference meetings with family outlining what information has been shared.
2	Parents/carers, children and young people feel that their views and needs have been taken into consideration. <b>Recommendation 9.2</b>	1. That parent/carers, children and young people's views and opinions are obtained prior to the conference. 2. Social Care Team to facilitate a complaints feedback meeting with staff to cover procedural aspects around expectations around contents of report. 3 Monitoring of compliance through quality assurance mechanisms and IRO/CP challenge	S.A & J.E  August 2013	Additional costs involved in IRO & CP chairs reviewing cases notes on ICS	Evidence through thematic case file audits.  <b>Reports and minutes are reflecting the views of parents and carers.</b>  Through minutes of complaint feedback meeting whereby social workers are made aware of their responsibilities re procedures. <b>An information pack will be given to parents/carers and children where applicable this will include the complaints procedures.</b>



					Monitoring feedback from IRO/ CP chairs.
No	Outcome	Action	Lead/ Timescale	Resource	Evidence
3	Staff have a range of skills and support to work with resistant families. <b>Recommendation 9.2 &amp; 9.3</b>	1. That staff have training in working holistically with families who may be resistant to social work intervention. 2. That reflective learning sessions take place, looking at different methodologies in working families.	S.A & J.E Complete and in progress	Solihull approach £1000 per each member of staff.	Staff training record of completing Solihull Approach added to Trent HR system.  Information on Reflective Practice Meetings.
4	That staff have regular Child Protection Training and feel confident in understanding child protection procedures. <b>Recommendation 9.3</b>	1. That all staff have regular child protection training, at least once every 3 months. 2 That there is shared learning from this training within the team. 3. That all staff record training undertaken in Trent HR system.	S.A & J.E Complete and in progress	External Training Costs	Through supervision records. Completed L&D form and Trent HR system training records. Team Meeting Minutes – evidence of shared learning.
5	That templates used by Children's Social Care meet statutory requirements of the Service. <b>Recommendation 9.4 &amp; 9.6</b>	1. That all staff are trained in using Frameworki. 2. That all meetings, reports and assessments are recorded on Frameworki.	P.D & S.A August 2013	External Training Costs & System costs	Evidenced through use of Frameworki Case File audits Monitoring Data from IRO's and C.P Chairs.
6.	That all staff are aware of the policy and procedures of Children's Social Care. <b>Recommendation 9.2 &amp; 9.8</b>	1. Parents are informed prior to child protection as to the reason for the conference and the implications and sent a copy of the guidance note – Discussion to be recorded on Framework-i. 2. Initial visits to families should be confirmed in writing to the family. 3. Arrangements made with the family on how	P.D, S.A & P.D August 2013		Evidenced through Meeting Minutes.  Audits completed.  Monitoring Forms completed by IRO and Child Protection Chairs.



		<p>they would ideally wish to be contacted to be recorded immediately on Frameworki so all staff are aware.</p> <p>4. Visits or telephone conversations should be recorded on ICS within 24 hours.</p> <p>5 Where there is a change of social worker there should be a handover of the case to the new worker and the family will be formally notified by letter.</p> <p>6. I.D's to be worn when undertaking visits</p> <p>7. Minutes of meetings to be sent out to families within <b>2 weeks.</b></p> <p><b>9. All confidential documents to be sent recorded delivery or by courier.</b></p>			Service user satisfaction through monitoring data collated at reviews.
No	Outcome	Action	Lead/ Timescale	Resource	Evidence
7.	<p>That child protection conferences and reviews are well attended by agencies.</p> <p><b>Identified need from LA</b></p>	1. Chris Pelham to follow recent trend of poor attendance at Conferences through the City Safeguarding Sub Group.	C.P September 2013		<p>Improved attendance by agencies at Child Protection Conferences. Evidenced in Child Protection Minutes on ICS</p> <p><b>CP raised this issue at the City of London Sub Committee of the City and Hackney Safeguarding Children Board on 25 September 2013</b></p>
8.	Assistant Director of People to discuss outcome of complaint with	1. Meeting to be arranged with complainant to discuss outcome of complaint and actions that have been taken.	C.P August 2013		<p>Minutes of meeting and outcome</p> <p><b>Meeting took place on 30 August</b></p>



	complainant and action that have being taken following recommendations. <b>Recommendation 9.7</b>				2013
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Action Plan cross referenced to Complaints Investigation Report recommendations on FM, Completed July 2013 **Actions reviewed and updated on September 2013 following meeting in August 2013**

#### Abbreviations

C.P – Chris Pelham, Assistant Director of People  
P.D – Pat Dixon, Children’s Social Care Service Manager  
S.A – Shaista Afzal, Team Manager  
J.E – Joanne Eglington, Senior Social Worker

#### **Other issues raised in earlier sections of the report in relation to the Multi-agency case conference report.**

- The context of the Department’s involvement should be outlined
- Reports and chronologies should be checked for accuracy before signing off
- If appropriate there should be examples and analysis of how parent’s pasts have impacted on their parenting capacity.
- The report should be explicit about sources of information
- More evidenced based and be clear about why decisions had been taken
- Parent’s protective factors and strengths should also be included as well as concerns





- Other professionals such as the GP, school, health professionals and any consultation with the Police should inform the report.
- There should be clear analysis and clarity in relation to the level of risk.

(New Monitoring Forms post LAC reviews and child protection conferences has been developed to encompass whether the above is being action, IRO's and Conference Chairs will complete and data will be audited to ensure that there is compliance.)

**Other issue** Parents' needs as a carer to be assessed when appropriate.

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## Social Worker Feedback

As front line practitioners your views are important in the shaping and development of the Children and Families Team. I would like to gain your views on how you are supported in delivering services to children and young people.

I would ask that you complete this reflective questionnaire independently of your colleagues, being as honest and as frank as possible. The information and views that you give will feed into a wider safeguarding report, which you will have an opportunity to comment on.

1. Did you feel supported in understanding the role and remit of the Children and Families Team when you first started?

**YES/NO**

Please comment on what you found helpful and what you consider could be improved

2. What do you see as the strengths and difficulties in working as a Social Worker in the City?

3. What do you consider would support you in delivering an outstanding service?



Please could you complete by Monday 2<sup>nd</sup> December 2013. In the envelope provided

Thank You

# Agenda Item 11

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# Agenda Item 12

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of the Local Government Act 1972.

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# Agenda Item 13

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