



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

**Date:** THURSDAY, 27 NOVEMBER 2014

**Time:** 11.30 am

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

**Members:** Dhruv Patel (Chairman)  
Deputy Billy Dove (Deputy Chairman)  
Revd Dr Martin Dudley  
Professor John Lumley  
Deputy Joyce Nash  
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 public minutes and non-public summary of the previous meeting held on 30 June 2014.  
**For Decision**  
(Pages 1 - 6)
4. **SERVICE IMPROVEMENT PLAN AND YOUTH OFFENDING INSPECTION**  
Report of the Director of Community and Children's Services  
**For Information**  
(Pages 7 - 26)
5. **ADULT SOCIAL CARE SAFEGUARDING IMPROVEMENT PLAN**  
Report of the Director of Community and Children's Services  
**For Information**  
(Pages 27 - 34)
6. **CITY OF LONDON CHILDREN AND FAMILIES STAFF ESCALATION OF SAFEGUARDING CONCERNS PROCESS**  
Report of the Assistant Director of People Services  
**For Information**  
(Pages 35 - 44)
7. **CORPORATE PARENTING STRATEGY**  
Report of the Director of Community and Children's Services  
**For Decision**  
(Pages 45 - 62)
8. **REVIEW OF CHILDREN AND YOUNG PEOPLE'S PLAN AND CHILDREN EXECUTIVE BOARD GOVERNANCE ARRANGEMENTS**  
Report of the Assistant Director of People Services  
**For Information**  
(Pages 63 - 88)
9. **QUESTIONS OF MATTERS RELATING TO THE WORK OF THE COMMITTEE**
10. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
11. **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**

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 30 June 2014.

**For Decision**  
(Pages 89 - 90)

13. **QUARTER ONE AND QUARTER TWO ADULT SAFEGUARDING REPORT  
PERFORMANCE INDICATOR OUTCOMES**

Report of the Director of Community and Children's Services

**For Information**  
(Pages 91 - 100)

14. **CHILDREN'S SAFEGUARDING REPORT FOR QUARTERS ONE AND TWO FOR  
2014/15**

Report of the Director of Community and Children's Services

**For Information**  
(Pages 101 - 152)

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

16. **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**

**Monday, 30 June 2014**

**Minutes of the meeting of the Safeguarding Sub (Community & Children's Services) Committee held at the Guildhall EC2 at 1.45 pm**

### **Present**

#### **Members:**

Deputy Billy Dove  
Professor John Lumley  
Deputy Joyce Nash

Dhruv Patel  
Elizabeth Rogula

#### **Officers:**

Philippa Sewell	Town Clerk's Department
Ade Adetosoye	Director of Community & Children's Services
Chris Pelham	Community & Children's Services
Sarah Greenwood	Community & Children's Services
Marion Willicome-Lang	Community & Children's Services
Peter Corden-Dilley	Community & Children's Services

Maureen Howie	Virtual School Head
Marcia Smikle	Homerton Hospital

1. **APOLOGIES**  
No apologies were received.
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**  
There were no declarations.
3. **ELECTION OF CHAIRMAN**  
Members were invited to elect a Chairman in accordance with Standing Order 29; eligibility was extended to include Ex-Officio Members as no written expressions of interest for the position had been received. The Chairman would also be the lead Member for Safeguarding Children. A list of Members eligible to stand was read out and Dhruv Patel, being the only Member indicating his willingness to serve, was declared to have been elected for the ensuing year.
4. **ELECTION OF DEPUTY CHAIRMAN**  
Members were invited to elect a Deputy Chairman in accordance with Standing Order 30; eligibility was extended to include Ex-Officio Members as no written expressions of interest for the position had been received. A list of Members eligible to stand was read out and Deputy Billy Dove, being the only Member indicating his willingness to serve, was declared to have been elected for the ensuing year.

The Chairman welcomed Deputy Joyce Nash as a new Member of the Sub Committee, and thanked the outgoing Members, Angela Starling and Deputy John Bennett.

5. **TERMS OF REFERENCE**

**RESOLVED** – That the terms of reference, as agreed at the 9 May 2014 meeting of the Community & Children's Services Committee, be noted.

6. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on 5 February 2014 be approved as a correct record.

Matters Arising

**Safeguarding Adults Audit November 2013**

Members noted that safeguarding was now on the Corporate Risk Register, and the Corporate Safeguarding Policy would come before this Sub Committee at a future meeting before going to Audit and Risk Management Committee.

**City Youth Participation Strategy**

Members noted that the Children's Executive Board would receive updates on the City Youth Participation Strategy, and were reminded of upcoming training sessions which had been circulated electronically.

7. **UPDATE ON OFSTED INSPECTION AND IMPROVEMENT PLANNING, CHILDREN AND FAMILIES SERVICE**

The Sub Committee received a report of the Director of Community & Children's Services which provided an update on the progress being made to prepare for the Ofsted inspection and to ensure services provided to Children In Need, Looked After Children and Care Leavers were improving in line with the new Ofsted single inspection framework.

In response to Members' questions, officers reported that the Ofsted guidance did not ask for any services or practices that were not already being performed by the Corporation, but was prescriptive about evidence.

**RESOLVED** – That the report be noted.

8. **SERVICE IMPROVEMENT ACTION PLAN**

The Sub Committee received a report of the Director of Community & Children's Services about the progress of the Service Improvement Action Plan which encompassed recommendations from case file audits, the Strengths-based Learning Review from January 2014, and the grade descriptors from the new inspection framework. Members noted that all aspects of Children's Social Care were considered, including the Children and Families Team, Leadership and Management and the Local Authorities Designated Officer role, and the plan would be monitored through the Children's Executive Board, Inspection Planning Meetings and City Safeguarding Sub-Group.

In response to a Member's question, officers reported that there was an expectation for staff to retain and develop skills to deal with issues that

occurred infrequently in the City. Despite being a challenge, Members noted that this was being met through shadowing, workforce development, or working with officers in other Local Authorities.

**RESOLVED –** That the report be noted.

9. **ADULTS SAFEGUARDING SELF-ASSESSMENT**

The Sub Committee received a report of the Director of Community & Children's Services presenting an overview of the Safeguarding Adults at Risk Audit Tool. Members noted that this was particularly pertinent in light of the political focus that the Care Act would create by placing the Safeguarding Adults Boards on a statutory footing. Officers advised that the Adult Social Care service met 18 of the 22 requirements (green), with 4 assessed as requiring additional action (amber) and no reds identified.

Members discussed the report, noting the importance of multi-agency discussions to ensure a seamless service for residents. In response to a Member's question, officers undertook to investigate how many Acts of Legislation affected the Safeguarding service overall.

**RESOLVED –** That:

- (a) The Assistant Director of People investigate how many Acts of Legislation affected the Safeguarding service overall; and
- (b) The report be noted.

10. **SAFEGUARDING POLICY, AWARENESS RAISING CAMPAIGN**

The Sub Committee received a report of the Director of Community & Children's Services which gave an overview of the Safeguarding Policy's awareness raising campaign, 'Notice the Signs'. The campaign was targeted at two distinct audiences: City of London employees (including Members and partner agencies) and City of London residents. Officers reported that 7 Safeguarding Champions had been appointed throughout the Corporation to improve general knowledge, understanding and awareness of the City of London Corporation's (and its employees') role in safeguarding children and adults at risk, and the campaign would raise awareness among local residents of what constitutes abuse and provide information and advice to ensure that they know what to do if concerned.

Officers reported that the Corporation rarely received community referrals of safeguarding concerns, which was highly unusual, and it was hoped the campaign would address this. In response to Members' queries, officers reported that officers worked alongside charities, and that safeguarding procedures were in place to facilitate shared responsibility for third party referrals. Members were advised that communications and support available was evident to all concerned.

**RESOLVED –** That:

- (a) Posters for the campaign and a covering letter be placed in Members' pigeonholes to highlight their role as Corporate Parents;

- (b) The Assistant Director of People include Members with specific safeguarding leads; and
- (c) The campaign be included in ward newsletters in November 2014.

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

In response to a Member's query, officers reported that the annual reception for the City's Looked After Children would take place in October/November 2014 and the date would be circulated to Members as soon as it was confirmed. In response to a follow up query, Officers undertook to arrange a Member visit to some of the vulnerable elderly tenants being housed outside the City.

**RESOLVED – That:**

- (a) The date for the annual reception for the City's Looked After Children be circulated to Members once confirmed; and
- (b) A Member visit to vulnerable elderly tenants being housed outside the City be arranged.

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

There were no items of urgent business.

**13. 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.

<b>Item</b>	<b>Paragraph</b>
14	3
15-18	2
19-20	-

**14. NON-PUBLIC MINUTES**

**RESOLVED –** That the non-public minutes of the meeting held on 5 February 2014 be approved as a correct record.

**15. STRATEGIC OVERVIEW FOR MONITORING AND IMPROVING THE EDUCATIONAL PROGRESS OF CITY OF LONDON CORPORATION LOOKED AFTER CHILDREN**

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

**16. ANNUAL REPORT ON THE HEALTH OF LOOKED AFTER CHILDREN 2013/14**

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

**17. QUARTER THREE AND QUARTER FOUR ADULT SAFEGUARDING REPORTS PERFORMANCE INDICATOR OUTCOMES**

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



**18. CHILDREN'S SAFEGUARDING REPORT FOR QUARTERS THREE AND FOUR FOR 2013/14**

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

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

There were no non-public questions.

**20. 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 3.00 pm**

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Chairman

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<b>Committee(s):</b>	<b>Date(s):</b>
Safeguarding Sub Committee	27 November 2014
<b>Subject:</b> Service Improvement Plan and Youth Offending Inspection	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>

## **Summary**

This report will inform Members about the progress that has been made on the actions within the Service Improvement Plan. This plan has been in place since March 2012 and contains actions from previous inspections, reviews and audits within Children's Social Care. A review of this plan in November 2014 identified that 101 actions had successfully been completed out of 133. Currently there are 25 actions outstanding, which are on course to be completed within timescales.

There has also been an inspection of Tower Hamlets Youth Offending Service, which the City of London commissions. It is important to note that there have not been any children or young people from the City requiring youth offending services for the past two years. This inspection took place in September 2014; there was no overall judgement, but the report identified some areas of good practice as well as some recommendations for improvement.

## **Recommendation**

Members are asked to note this report.

## **Main Report**

### **Background**

1. The Service Improvement Plan has evolved since it was developed following the Safeguarding and Looked After Children Ofsted Inspection in March 2012. This plan combines recommendations from previous inspections, reviews and case file audits. The plan supports children's services in maintaining good practice while moving towards outstanding. This plan is monitored through the Improvement Planning Group and the Children's Executive Board. The Service Improvement Plan is updated bi-monthly, and any areas where there are delays can be identified and additional resource acquired to enable progress. There have been some delays in a couple of areas, but these have now been resolved and progress is being made.

## **Current Position**

2. This plan is integral in establishing the progress that has been made in improving services and identifying potential areas of risk. In September 2014 there were 133 actions on the Service Improvement Plan; this has now been significantly reduced to 32 actions, with 7 of the actions having being complete, reducing the number outstanding to 25. The following paragraphs set out some of the actions to be undertaken across several areas in the coming months.
3. The current externally commissioned Independent Reviewing Service arrangements are to be reviewed. A decision was made in October 2014 that, by mutual agreement, the current contract arrangements with the provider, would be terminated. There is no risk to the service or the safety and outcomes of our young people, who, as a result of this decision, are likely to be allocated a new Independent Reviewing Officer.
4. The Grand Committee in October 2014 confirmed that the Adoption Service would be commissioned externally. An update on progress will be made available to the next Safeguarding Sub Committee.
5. Several of our looked-after children and care leavers attended a residential in August 2014 which involved workshops on setting out a plan to develop a City of London Children in Care Council (CiCC). In partnership with City Gateway, the first meeting of the CiCC took place on 4 November 2014. The CiCC confirmed the Pledge that it wants the City of London to sign up to. The Pledge, along with the Corporate Parenting Strategy, is being reported to the Safeguarding Sub Committee separately at this meeting.
6. The Association of London Directors of Children's Services (ALDCS) and the London Safeguarding Children Board wrote to all London local authorities setting out a requirement for authorities to carry out a peer review of their child sexual exploitation safeguarding arrangements. The City of London has been paired with Camden for the purposes of this exercise. This will involve the City of London Children and Families Service, the City of London Police, City Gateway (representing Youth Services) and the City and Hackney Safeguarding Children Board, carrying out a self-assessment against several areas requested by ALDCS, which will then be reviewed by the same agencies in Camden. The review meeting will be taking place in mid-December, and findings from this and the London-wide review will be available in early 2015.

## **Inspection of Tower Hamlets Youth Offending Service**

7. The City of London commissions youth offending services from Tower Hamlets. For the past two years Children's Social Care has had no children or young people requiring youth offending services. A short quality screening (SQS) inspection of Tower Hamlets and the City of London was held between 8 and 10 September. As there are no City children open to the service, the information within the report pertained only to children and young people in Tower Hamlets.

8. Considerable improvements have also been noted since the 2011 inspection, in particular to safeguarding children and young people and the protection of the public. Improved links were identified as being in place with other agencies, and it was highlighted that there were constructive relationships with children and young people who were involved in offending behaviour, and their families. This means that where parents were aware that their child or children were involved in such activities, they worked with professionals and supported their child or children in addressing their behaviour.
9. The inspection identified that there had been more focus placed on management oversight. This had been effective in ensuring that the quality of work that had taken place in addressing risk of harm to others had improved. It was considered that diversity and other potential barriers to engagement had been assessed, but further development was still required in this area.
10. The inspection noted that the strengths were suggestive of an improvement to practice. This was welcomed by the team, who were presented as being committed to improving services. They also identified that the parenting work completed had enabled staff to broaden their understanding of circumstances in which children and young people live. There were recommendations around the improvement of assessments and planning, and that they should take into account the changes in circumstances of children and young people: their lives can change quickly, and therefore plans need to be reviewed to reduce reoffending.

### **Corporate and Strategic Implications**

11. There are no financial, legal or strategic implications associated with this report.

### **Conclusion**

12. This report has provided members with an update on the progress made against actions set out in the Service Improvement Plan. Significant work has been undertaken to improve processes, systems and interventions since the Safeguarding and Looked After Children Ofsted Inspection 2012 and the subsequent quality assurance and improvement activities, including the Strengths-Based Learning Review and the deep-dive audit of all cases during 2014. The report also highlighted the findings from the recent City and Tower Hamlets Youth Offending Inspection.

### **Appendices:**

**Service Improvement Plan**

**The YOT Inspection Report**

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**Children's Social Care Service Manager**  
**Community and Children's Services**

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# Service Improvement Action Plan

Children's Social Care Team, Department of Community and Children's Service

April 2014 to March 2015

Updated November 2014

Page 11

The Service Improvement Action Plan contains recommendations from previous inspections namely the Safeguarding and Looked After Children Inspection in 2012 and the Fostering Inspection in 2013, plus theme's that have been identified through case file audits completed on case's open to the Children and Families Team. More recently there has been a Strengths Based Learning Review in January 2014 and the recommendations from this review have been included within the Service Improvement Action Plan. Overall the judgement made on Children's Services was good, with some outstanding features, however the City of London is ambitious for its children and young people and therefore the Service Improvement Action Plan is aimed at moving us towards being an outstanding service provider, now and consistently in the future.

On 12 May 2014 a workshop was held with the Children and Families Service to follow up on the key themes and recommendations from the 'Strengths-Based Learning Review'. The purpose of the session was for the team to meaningfully reflect upon the recommendations from the review, identify solutions for moving from 'good' services to 'outstanding' services and to feed directly into the Service Improvement Plan 2014.

There are 32 actions on the Service Improvement Plan, 7 of the actions are currently green and 25 are amber, the amber actions are currently on track to be completed within timescales. There have been significant improvements since the last update in September 2014 with over a 100 action moving to green and being removed from this plan as completed.

# Service Improvement Action Plan

Children's Social Care Team, Department of Community and Children's Service

April 2014 to March 2015

Priority One: The experiences and progress of children who need help and protection				
Priorities	Action	Who will lead this	Date due	RAG Status
<b>1.0</b> The Common Assessment Framework is used across departments and with external partners.  <b>SBLR – Feb 2014</b>	<ul style="list-style-type: none"> <li>New staff to have mandatory CAF Training – to be agreed at CEB.</li> </ul>	EIP Sub- Group Chair	Revised date September 2014	Gr
	<ul style="list-style-type: none"> <li>Partnership day to evaluate progress and promote the use of the CAF.</li> </ul>	EIP Co-ordinator	Revised date September 2014	Green
	<ul style="list-style-type: none"> <li>Impact analysis of outcomes on EIP cases to be shared with partners at development day.</li> </ul>	EIP Co-ordinator	Revised date September 2014	Green
<b>1.1</b> That there is a consistent and high quality reviewing service that meets the needs of Children and Young People in the City who are either Looked After Children or subject to a Child Protection Plan	<ul style="list-style-type: none"> <li>That the City has its own independent Reviewing Officer to Chair Looked After Children Reviews and Child Protection Conferences.</li> </ul>	AD People and CSM	January 2015	Amber



<p><b>1.2</b> Children and young People are engaged and contribute to the Child Protection Process.</p> <p><b>SBLR – Feb 2014</b></p>	<ul style="list-style-type: none"> <li>• IRO service to produce child/young person's participation template and protocol on how they will be engaging young people in the child protection process.</li> </ul>	IRO Service	January 2015 Revised date as change's re IRO service.	Amber
<p><b>1.3</b> Child in Need and Child Protection plans are timely and clear about desired outcomes and how these results will be achieved and the impact they make on the child's life..</p> <p><b>SBLR – Feb 2014</b> <b>Case File Audits June 2014</b> <b>IMPROVEMENT PLAN 2013</b></p>	<ul style="list-style-type: none"> <li>• IRO service to use '<i>Think Family</i>' approach i.e. signs of safety in their engagement with children and families.</li> </ul>	IRO Service	January 2015 Revised date as change's re IRO service.	Amber
	<ul style="list-style-type: none"> <li>• IRO's to place the outline plan, care plan and minutes of reviews and conferences directly onto Frameworki (ICS).</li> </ul>	IRO Service	September 2014 Partially met	Amber
	<ul style="list-style-type: none"> <li>• IRO's to ensure that all plans are SMART and outcome focused.</li> </ul>	IRO Service	January 2015 Revised date as change's re IRO service.	Amber
	<ul style="list-style-type: none"> <li>• IRO service to provide a 6 monthly assurance report to the Service Manager on the auditing framework within their service to monitor compliance;</li> </ul> <ol style="list-style-type: none"> <li>1. Monitoring forms</li> <li>2. Quality of plans, re SMART and outcome focused.</li> <li>3. Children and young people are being seen between reviews.</li> <li>4. Review minutes and plans on Frameworki.</li> </ol>	IRO Service	January 2015 Revised date as change's re IRO service.	Amber

1.4 That all Children in the City with a disability are known, to ensure that families have access to appropriate services and support	<ul style="list-style-type: none"> <li>All families in the City of London are known to services through being on the disabilities register.</li> </ul>	CSM	November 2014	Amber
	<ul style="list-style-type: none"> <li>Parents and carers of children with a disability are confident that the disabilities register is independent of the local authority. Achieved through commission of service.</li> </ul>	CSM	November 2014	Amber
1.5 That Children and young people in the City who have a disability receive a seamless transition between services.	<ul style="list-style-type: none"> <li>Transfer pathways between services are clear and updated.</li> </ul>	CSM	November 2014	Amber
1.6 To improve facilities for Children and Families coming to the North Wing, Guildhall  STAFF WORKSHOP	<ul style="list-style-type: none"> <li>That the City has a child friendly room for children and families coming into the Guildhall requiring services.</li> </ul>	DLT	November 2013	Amber

## Priority Two: The experiences and progress of children looked after and achieving permanence – Completed September 2014

## Priority Three: Adoption Services

Priorities	Action	Who will lead this	Date due	RAG Status
3.0 Adoption Services are commissioned from an independent Adoption agency.	<ul style="list-style-type: none"> <li>Commission adoption service from an independent agency to provide adoption services for Children and Families Team.</li> </ul>	CSC Manager	January 2015	Amber

3.1 Information on adoption service is up to date and public are aware of the services being offered.	<ul style="list-style-type: none"> <li>Review the CoL website to ensure that it reflects the changes to the Adoption Service.</li> </ul>	Family and Young Peoples Information Service.	January 2015	Amber
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## Priority Four: The experiences and progress of care leavers

Priorities	Action	Who will lead this	Date due	RAG Status
<b>4.0</b> That every care leave has a Pathway Plans completed to a good standard showing the young person progress towards independence. <b>SBLR - Feb 2014</b> <b>IMPROVEMENT PLAN 2013</b>	<ul style="list-style-type: none"> <li>Develop protocols to ensure that care leavers have relevant support to make the right choices/decisions in relation to their education.</li> </ul>	VHT	Revised date in progress October 2014	Green
<b>4.1</b> Care Leavers feel connected to the City and feel their achievements are celebrated and supported. <b>SBLR – Feb 2014</b> <b>IMPROVEMENT PLAN 2013</b>	<ul style="list-style-type: none"> <li>Care leavers to be consulted on how they want to be involved in shaping future services through Children in Care Council.</li> </ul>	CSM	5 <sup>th</sup> November 2014	Green

## Priority Five: The Leadership, management and governance

Priorities	Action	Who will lead this	Date due	RAG Status
<b>5.0</b> Departments and agencies are aware of the importance of the Corporate Parenting Role.  <b>SBLR – Feb 2014</b>	<ul style="list-style-type: none"> <li>Review and updated Corporate Parenting Strategy which will include the Looked after Children and Care Leavers Pledge, which will be shared with partners</li> </ul>	Policy Development Officer	November 2014	Amber
	<ul style="list-style-type: none"> <li>Develop a child friendly Corporate Parenting Strategy that can be shared with Children and Young People.</li> </ul>	Policy Development Officer	January 2015	Amber
	<ul style="list-style-type: none"> <li>Utilise appropriate publications across the corporation to raise awareness of the Corporate Parenting role.</li> </ul>	Communication Manager	Revised date December 2014	Amber
<b>5.1</b> The City of London Children and Families Team has pride in its achievements and build's on these achievements towards excellence.  <b>SBLR – Feb 2014</b>	<ul style="list-style-type: none"> <li>Through the workforce strategy and Knowledge Transfer Partnership (KTP) review potential for staff to receive remuneration for additional work and projects.</li> </ul>	A.D People	Revised date December 2014	Amber

## Priority Six: Effectiveness of front-line practice, decision-making and case recording

Priorities	Action	Who will lead this	Date due	RAG Status
<b>6.0</b> That Social Workers focus on the outcomes achieved through social work intervention.  <b>SBLR – Feb 2014</b>	<ul style="list-style-type: none"> <li>Commissioned participation consultant to undertake individual face to face feedback on case closures.</li> </ul>	Participation Consultant	Revised Date January 2015	Amber

## Priority Seven: Effectiveness of service user engagement to inform service improvement

Priorities	How we will do this?	Who will lead this	Date due	RAG Status
<b>7.0</b> There is evidence that feedback from parents, carers and young people is influencing improvements in service delivery.  <b>SBLR – Feb 2014</b> <b>IMPROVEMENT PLAN 2013</b>	<ul style="list-style-type: none"> <li>Reviewing the feedback that is currently being received through various sources and ascertain whether there are commonalities that may assist in improving services.</li> </ul>	Participation Consultant	Revised date January 2015	Amber
	<ul style="list-style-type: none"> <li>Feedback to be obtained from children and families on case closures.</li> </ul>	Participation Consultant	Revised date January 2015	Amber
	<ul style="list-style-type: none"> <li>Develop opportunities for children and young people to engage with the City so their views are heard.</li> </ul>	SW – ER City Gateway	August 2014	Green

<p>7.1 That children and young people who are Looked After by the City are able to influence and shape the services they receive.</p> <p><b>SBLR – Feb 2014</b> <b>IMPROVEMENT PLAN 2013</b></p>	<ul style="list-style-type: none"> <li>The City of London has Children in Care Council (CICC) which meets the needs of the City. First CICC in 5<sup>th</sup> November 2014</li> </ul>	Participation Consultant	Revised date November 2014	Amber
<p>7.2 That the Bangladeshi community are involved in shaping services through community development initiatives.</p> <p><b>STAFF WORKSHOP</b></p>	<ul style="list-style-type: none"> <li>The Bengali community is engaged in sessions taking place quarterly. The purpose of which is to understand their needs and how they can be supported.</li> </ul>	TM	Review January 2015	Green
	<ul style="list-style-type: none"> <li>Bengali Community development days will take place on a quarterly basis and service user views will contribute to service development.</li> </ul>	TM	Review January 2015	Amber

## Priority Eight: The effectiveness of the Local Safeguarding Children Board and Sub-committee

Our Objectives/Outcomes	How we will do this?	Who will lead this	Date due	RAG Status
<p>8.0 City of London needs and priorities are clearly discernible within the broader joint business plan of the City and Hackney Safeguarding Board.</p> <p><b>SBLR – Feb 2014</b></p>	<ul style="list-style-type: none"> <li>Revisiting the vision and principles of the joint business plan to ensure that they are representative of the City as well as LB of Hackney.</li> </ul>		Revised date November 2014	Amber

8.1 Feedback from service users and front line staff contribute to the City Safeguarding Sub Group agenda  <b>SBLR – Feb 2014</b>	<ul style="list-style-type: none"> <li>Explore (with members of the safeguarding sub group) how the views of service users can be obtained to inform the sub-group.</li> </ul>	AD People	Revised date November 2014	Amber
8.3 City staff and partners are aware of what to do should the suspect child sexual exploitation.  <b>SBLR – Feb 2014</b>	<ul style="list-style-type: none"> <li>Consideration to be given on how the protocols on CSE can be disseminated across the partnership.</li> </ul>	AD People	Revised date November 2014	Amber
8.4 Staff and partners know and understand the role of the LADO in the City.  <b>SBLR – Feb 2014</b>	<ul style="list-style-type: none"> <li>Safeguarding Awareness campaign with City of London staff and residents of the City.</li> </ul>	LADO	November 2014	Amber

### Abbreviations

SBLR- Strengths Based Learning Review

EIP – Early Intervention and Prevention

CAF- Common Assessment Framework

CEB- Children’s Executive Board

IRO – Independent Review Officer

LAC- Looked After Children

SDQ- Strengths and Difficulties Questionnaire

TM- Team Manager, Children’s Social Care

VH – Virtual Head

CSC- Children’s Social Care

SSW- Senior Social Worker

SW – Social Worker, followed by initials of Social Worker

SM-Service Manager  
ASC- Adult Social Care  
LADO- Local Authorities Designated Officer  
DLT- Departmental Leadership Team



<i>To:</i>	Robert McCulloch-Graham, Chair of Tower Hamlets and City of London YOT Management Board
<i>Copy to:</i>	See copy list at end
<i>From:</i>	Julie Fox, HM Assistant Chief Inspector
<i>Publication date:</i>	1st October 2014

## Report of Short Quality Screening (SQS) of youth offending work in Tower Hamlets and City of London

The inspection was conducted from 8th – 10th September 2014. It is part of our programme of inspection of youth offending work. This report is published on the HMI Probation website. A copy will be provided to partner inspectorates to inform their inspections, and to the Youth Justice Board (YJB).

### Context

The aim of the youth justice system is to prevent offending by children and young people. As good quality assessment and planning at the start of a sentence is critical to increasing the likelihood of positive outcomes, we examined 34 cases of children and young people who had offended and were being supervised by Tower Hamlets and City of London Youth Offending Team (YOT).

Wherever possible this was undertaken in conjunction with the allocated case manager, thereby offering a learning opportunity for staff. The case sample related to children and young people from Tower Hamlets, there being no cases to select for inspection from City of London.

### Summary

The published reoffending rate<sup>1</sup> for Tower Hamlets and City of London was 41.5%, an increase on the previous year and worse than the England and Wales average of 35.4%. However, overall, we found that considerable improvements had been made since our last inspection in 2011, in particular to the work to safeguard children and young people, and protecting the public. The YOT were working with a number of vulnerable children and young people with complex needs, who were also displaying behaviour that indicated that they posed a risk of harm to others. Improved links were in place with other agencies and YOT workers had built constructive relationships with the children and young people who had offended and their families. There remains, however, scope for further improvement, in particular to ensure that the work is appropriately reviewed taking account of changes in the child or young person's circumstances.

<sup>1</sup> Published April 2014 based on binary reoffending rates after 12 months for the July 2011 to June 2012 cohort. Source: Youth Justice Board

## Commentary on the inspection in Tower Hamlets and City of London:

### 1. Reducing reoffending

- 1.1. The assessment of the child or young person's likelihood of reoffending was sufficient in almost three-quarters of the sample. In five cases, either the initial assessment had not been completed or had been completed too late to be meaningful. In others, better attention should have been paid to the link between the child or young person's thinking and behaviour and their possible reoffending.
- 1.2. Pre-sentence reports (PSRs) were provided to the court in 22 cases and with one exception, were found to be of a good standard. We were pleased to see that children and young people, and their parents/carers, were involved in the preparation of the reports. Local management arrangements were effective in identifying areas for improvement for report writers.
- 1.3. There was sufficient planning undertaken to minimise reoffending in most cases. Of the six cases where this had not been good enough, two did not have an initial plan and one was completed late. Further, it was not always clear how the objectives set would help to reduce reoffending.
- 1.4. Children and young people's lives can change very quickly and, as a result, assessments and plans to reduce reoffending need to be reviewed. Two-thirds of relevant cases had been. Some cases had not been reviewed as required and others were a copy of the initial assessment with insufficient update to reflect the change in the child or young person's circumstances. In an example of good practice, an inspector commented that: *"The planning in this case stood out in terms of its appropriateness and quality. It was evident that the assessment was linked into the plan which was clear about what would happen and who was responsible for each part of the intervention"*.

### 2. Protecting the public

- 2.1. There was a sufficient assessment of the child or young person's risk of harm to others in just over three-quarters of the sample. This represented a considerable improvement since our last inspection. However, we still found cases where there had either been no analysis or an insufficient analysis of the risk of harm posed to others.
- 2.2. Having assessed the risks, plans should be put in place to manage them. This had been done well in 23 out of 32 relevant cases. Of the remainder, seven initial plans had either not been completed as required or had been completed too late to be meaningful.
- 2.3. One case in the sample met the criteria for management by more than one agency under the local Multi-Agency Public Protection Arrangements (MAPPA). We found that there had been appropriate engagement with MAPPA in the assessment and planning for this case.
- 2.4. The assessment of risk of harm posed to others had been reviewed as required in just over two-thirds of relevant cases. We saw a number of examples where the same, or almost identical documents, had been pulled through from the initial assessment without relevant updates reflecting the child or young person's current circumstances.
- 2.5. Where there was an identifiable victim or potential victim, we were pleased to see that the risk of harm they faced had been effectively managed in most cases.
- 2.6. In line with the above findings, we assessed that management oversight had been effective in ensuring the quality of work to address risk of harm to others in 23 out of 30

relevant cases. Although significantly better than the last inspection, some practitioners had needed closer oversight in order to ensure that they had put into place the improvements required of them by their managers. This was not helped by the absence of a formal YOT risk management policy and, in some instances, delays in cases reaching the internal risk management panel.

### **3. Protecting the child or young person**

- 3.1. Almost all of the children and young people who had offended were also vulnerable themselves. In line with the above findings, some three-quarters of the sample had a sufficient initial assessment of safeguarding and vulnerability needs. In some cases, the impact of key aspects of the child or young person's vulnerability, such as their emotional and mental health, had been underestimated.
- 3.2. Suitable plans to manage safeguarding and vulnerability issues were put in place at the start of orders in three-quarters of cases. Where there were gaps, the reasons for this included missing or late vulnerability management plans and a failure to plan for the key aspects related to the child or young person's vulnerability, for example, their emotional and mental health needs or alcohol use. In an example of good practice an inspector reported: *"Good joint work with the local authority social worker and young person to discuss how they would plan to manage his risk and vulnerability. It was agreed the best way forward on release from custody would be for him to be placed in an out of area foster placement, with a positive male role model of the same heritage. He has since settled in his placement, not reoffended and engaged full time in education"*.
- 3.3. The safeguarding needs of the children and young people within the sample changed over time and needed to be kept under review. We found that assessments and plans had been reviewed as required in just over two-thirds of cases. In line with our earlier finding above, some reviews had not been undertaken in response to changes in circumstances and others had been pulled through from the initial assessment with insufficient updates.
- 3.4. Oversight by management was effective in ensuring the quality of work to help safeguard children and young people in 26 out of 32 relevant cases.

### **4. Ensuring that the sentence is served**

- 4.1. We expect to see that the YOT is doing what it can to help children and young people complete their sentences successfully. This includes engaging them and their parents/carers in the assessment and planning processes, identifying and addressing barriers to engagement, and putting measures in place to ensure that they comply with the requirements of their sentence.
- 4.2. Diversity issues and other potential barriers to engagement had been assessed well in almost three-quarters of the sample, which left some room for improvement. In an effort to broaden the case managers' initial assessment, a contribution was sought from the YOT parenting worker. Some of the cases in the sample predated this practice but others had benefited from a helpful and thorough parenting assessment. These assessments were based on an interview, often at the home address, and drawing on information from other agencies. The parenting worker role was clearly valued by staff and helped them to reflect on their own practice. As noted by one inspector: *"There is good evidence of the case manager reflecting critically on their own initial assessment. The case manager has identified that, in this case, there may be more information than is immediately apparent, and feels that the initial assessment was insufficient as it did not fully engage his mother"*. Case managers also drew upon interpreters and, in one case within the sample, used online communication to ensure that the parents were involved. An inspector commented:

*"Really good use of an interpreter, for example, for the PSR interview and assessment interviews the case manager has contacted his parents in Iran via Skype".*

- 4.3. The majority of the children and young people within our sample had complied with their court order and this often reflected case managers' efforts to develop positive working relationships with them and their parents/carers, including through home visiting. For those who had not complied with their court order, we found that the YOT had responded appropriately, for example; holding compliance meetings, issuing formal warnings or breach proceedings in 11 out of 14 applicable cases.

## **Operational management**

We interviewed ten case managers and they spoke positively about the operational management arrangements at the YOT. All felt supported in their work and commented that their managers were appropriately skilled and knowledgeable. Staff had a good understanding of local policies and procedures and the principles of effective practice with children and young people. All but one felt that their training and development needs had been met in relation to their current post and the majority felt that their future development needs had also been responded to. The vast majority felt that they had the necessary skills to recognise and respond to the diverse needs of the local community. One gap identified by staff was training in the speech, language and communication needs of children and young people and this was reflected in our findings on identifying potential barriers to engagement.

Management oversight had been the focus of improvement since the last inspection where it was largely judged to have been ineffective. Clear improvement had been made and provided a firm foundation from which to build upon.

## **Key strengths**

- The improvement in practice since the previous inspection. Although driven by the management team, this had been embraced by a staff group committed to their work and the community they serve.
- The contribution made by the parenting worker to the initial assessment and plans, helping staff to broaden their understanding of the circumstances in which children and young people live.

## **Areas requiring improvement**

- Staff and managers should ensure that all assessments and plans to reduce reoffending, protect the public, and to safeguard children and young people, are of sufficient quality and reviewed as required.
- Clear risk management procedures, understood by all staff, should be put in place addressing all aspects of work relating to protecting the public, including the remit of the internal risk management panel.

We are grateful for the support that we received from staff in the YOT to facilitate and engage with this inspection. Please pass on our thanks, and ensure that they are made fully aware of these inspection findings.

If you have any further questions about the inspection please contact the lead inspector, who was Helen Davies. She can be contacted at [helen.davies@hmiprobation.gsi.gov.uk](mailto:helen.davies@hmiprobation.gsi.gov.uk) or on 07919 490420.

Copy to:	
YOT Manager	<i>Stuart Johnson</i>
Head of Service	<i>Steve Liddicott</i>
Elected Mayor, Tower Hamlets	<i>Lutfur Rahman</i>
Local Authority Chief Executive, Tower Hamlets	<i>Steve Halsey</i>
The Town Clerk and Chief Executive of City of London	<i>John Barradell</i>
Director of Children's Services, Tower Hamlets	<i>Robert McCulloch-Graham</i>
Director of Communities and Children's Services City of London	<i>Ade Adetosoye</i>
Services Manager, Community and Children's Services City of London	<i>Pat Dixon</i>
Lead Elected Member for Children's Services	<i>Gulam Robbani</i>
Lead Elected Member for Crime	<i>Ohid Ahmed</i>
Deputy Mayor for Policing and Crime	<i>Stephen Greenhalgh</i>
Chair of Local Safeguarding Children Board	<i>Sarah Baker</i>
Chair of Youth Court Bench	<i>Thalia Lambri</i>
YJB Business Area Manager	<i>Lisa Harvey-Messina</i>
YJB link staff	<i>Malcolm Potter, Paula Williams, Linda Paris</i>
Ofsted – Further Education and Learning	<i>Sheila Willis</i>
Ofsted – Social Care	<i>Simon Rushall, Carolyn Adcock</i>
Care Quality Commission	<i>Fergus Currie</i>
HM Inspectorate of Constabulary	<i>Paul Eveleigh</i>

Note 1: As an independent inspectorate, HMI Probation provides assurance to Ministers and the public on the effectiveness of work with those who have offended or are likely to offend, promotes continuous improvement by the organisations that we inspect and contributes to the effectiveness of the criminal justice system.

Note 2: We gather evidence against the SQS criteria, which are available on the HMI Probation website - <http://www.justiceinspectorates.gov.uk/hmiprobation>.

Note 3: To request a paper copy of this report, please contact HMI Probation Publications at [publications@hmiprobation.gsi.gov.uk](mailto:publications@hmiprobation.gsi.gov.uk) or on 0161 240 5336.

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# Agenda Item 5

<b>Committee(s):</b>	<b>Date(s):</b>
<b>Subject:</b> Adult Social Care Safeguarding Improvement Plan	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>
<div><p style="text-align: center;"><b><u>Summary</u></b></p><p>This report, which is for information, provides details of the Adult Social Care (ASC) Safeguarding Improvement Plan, which was compiled following an independent quality assurance review of safeguarding conducted within the ASC team over a period of three days in November 2013.</p><p>The review was jointly commissioned by both the City and Hackney, although specific reviews took place in each authority.</p><p>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.</p><p>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).</p><p>While the reviewer made no specific recommendations for the City of London, an Improvement Plan was however drafted to support the implementation of key development areas for safeguarding practice, which were agreed for annual review by this Sub Committee.</p><p>The same consultant has been re-commissioned to return in early 2015 to carry out a City-specific audit of ASC safeguarding, which has a far wider remit.</p><p>The Improvement Plan will act as a tool to illustrate ASC safeguarding effectiveness over the past year and to work towards expanded targets and improved practice where necessary.</p><p>It is also important to note the statutory nature of adult safeguarding under the auspices of the impending implementation of the Care Act in April 2015.</p><p><b>Recommendation(s)</b></p><p><b>Members are asked to note the report and the Improvement Plan.</b></p></div>	

## **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.

1.2 The outcome of the review was reported to this Committee last year, with the understanding that an Improvement Plan was to be developed as part of the overall learning. It was agreed that the plan would be reported to 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. The aim of this was to ensure that there is a clear accountability framework for evaluating the Improvement Plan.

1.3 A City of London-specific Improvement Plan was therefore formulated as a result, to ensure that the audit remained a dynamic tool with which to measure change at a local level in order to be assured that safeguarding casework, recording quality and systems, frontline staff and management knowledge could be measured and monitored.

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

1.5 Over the year, the Improvement Plan has helped guide practice with the recent development of an audit tool to be used within supervision, and safeguarding has been added as part of a 'rolling' agenda item at team meetings.

1.6 Additionally the Notice the Signs safeguarding campaign has been launched, which initially began with awareness-raising briefing sessions to City staff and was then rolled out to residents on 15 October. A further evaluation of this campaign will be forthcoming as it develops.

1.7 It is important to note that the review findings identified good practice and development areas, but it was felt that an assurance framework and mechanism should be formulated to evidence good practice going forward.

1.8 The areas of ongoing development and priority are captured within the Improvement Plan.

### **2. Current Position**

2.1 The Care Act 2014 puts safeguarding adults on a statutory footing for the first time. The act requires all local authorities to have appropriate policies and procedures for making enquiries when it appears that an adult at risk may be experiencing abuse or neglect.



2.2 The Care Act puts the following five principles at the centre of all safeguarding activity:

- Empowerment – personalisation and the presumption of person-led decisions and informed consent.
- Prevention and early intervention – it is better to take action before harm occurs.
- Proportionality – proportionate and least intrusive response appropriate to the risk presented.
- Protection – support and representation for those in greatest need.
- Partnership – local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse (in accordance with the key messages contained within the City of London's Notice the Signs campaign).

2.3 The Improvement Plan seeks to ensure that the key principles of the Care Act are at the heart of all safeguarding practice within ASC.

2.4 The key areas identified for further development following the audit included the following:

- All case records should have clear risk assessments and analysis, and inform the protection plan directly.
- Risk assessments and protection plans should be agreed with the adult at risk wherever possible.
- Carers need to be fully assessed and their needs as a carer documented during the safeguarding process, especially if they are alleged to have caused harm.
- The views and desired outcomes of the adult at risk should be ascertained and recorded wherever possible.
- 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 pan-London safeguarding adults policy.
- Advocates should be utilised whenever possible in relation to safeguarding.

2.5 Progress has been made across the six development areas, with improved recording of outcomes on the Frameworki recording system evidencing this progress.

2.6 In September the CQC carried out an unannounced inspection of the City of London's reablement service. The report was presented to the Grand Committee in

November, and highlighted that safety standards were met with no additional actions required.

### **3. Next Steps**

3.1 There will be another external quality assurance review of safeguarding adults arrangements by the same independent consultant in January 2015.

3.2 The review's terms of reference will be to carry out a whole-system review of safeguarding arrangements in the City of London. The review will include an examination of case practice and recording, skills and knowledge of staff and leaders, commissioning and performance arrangements, governance and strategic planning, together with Care Act implementation.

3.3 The Improvement Plan will be part of the review process in illustrating the ongoing audit of safeguarding practice over the past year.

### **4. Corporate and Strategic Implications**

4.1 The work of children's and adults' services and our partners supports our communities and makes the City safer.

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

### **5. Conclusion**

5.1 The Improvement Plan has formed part of the ongoing professionalisation of ASC in an arena of inspection and the need to strive for 'outstanding'. This Improvement Plan 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:**

Improvement Plan

Case audit form

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Key;  
AAR – Adult at Risk  
ASC – Adult Social Care  
SAB- Safeguarding Adult Board  
SA- Safeguarding Alert  
CQC- Care Quality Commission

### Adult Social Care Safeguarding Improvement Plan

Recommendation	Action	Timescale	Lead	Evidence	Progress
Case records to have clear risk assessments and inform the protection plan directly	Audit sheet compiled	August 14-December 14	Ian Tweedie Marion Willicome-Lang	Supervision and to develop in to peer audits	Supervision audits have progressed well over the year. To be developed to peer reviews.
Risk assessments and protection plans should be agreed with AAR if possible	Audit sheet and framework I work flows to capture	February 14-December 14	Ian Tweedie Marion Willicome-Lang	Outcome to make safeguarding personal seen via risk assessment template and case recording	Increasing engagement of AAR by ASC team
Carers' assessments and needs documented	To ensure Carers are Assessed and recorded and work flow within SA	February 14-December 14	Ian Tweedie Marion Willicome-Lang	Carers assessment and safeguarding process clear cross referencing and	Increase numbers of carers supported and preventative support put in place to

	workflow			evidenced.	provide respite wherever possible.
AAR outcomes ascertained and recorded	Via audit and FWi workflow to link with making safeguarding personal outcomes	February 14-December 14	Ian Tweedie Marion Willicome-Lang	Clear and robust case recording and work flow to evidence AAR views.	Linking to key thematic of well-being and dignity principle in Care Act
CQC and SAB policy and procedures to be adhered to in relation to agency alerts	Via referral to commissioning as part of SA process and prompt follow up with agency and CQC	February 14-December 14	Ian Tweedie Commissioning team	Via contract monitoring	Contract monitoring data base is updated and CQC is followed up and documented.
Increased use of Advocacy.	Via monitoring of contract and advocacy service take up	April 14-December 14	Ian Tweedie Commissioning	Through reviews of safeguarding undertaken and review of advocacy contract and safeguarding specific work completed.	Evidence of increased take up via monitoring data and contract review.

City of London Internal Adult Safeguarding Audit Form

Case ID:

Allocated Worker:

<b>Safeguarding Procedures and Timescales</b>
---

Please comment on how the case progressed procedurally e.g. were the correct procedures followed, were timescales adhered to
--

<b>Recording</b>
------------------

Please comment on the recording of the case e.g. is it clear, factual, consistent
---

<b>Assessment of risk/protection Plans</b>
--

Is there evidence that risk was assessed and protection plans put in place where necessary? Were the measures in place appropriate, proportionate? Are there areas that were not addressed?
---

<b>Adult at Risk</b>
----------------------

Please comment on how the views, capacity and outcomes for the person at risk were addressed.
---

<b>Family and informal Carers</b>
-----------------------------------

Were the views of family and informal carers taken into consideration? If not why not?
--

<b>Person Alleged to have Caused Harm</b>
---

What were the outcomes for the PACH...were they appropriate/proportionate?
--

<b>Management overview</b>
----------------------------

Is there evidence input from a Safeguarding Adults Manager e.g. Casenotes? Are they clear?
--

<b>Comments and Reflections</b>
Any further comments, reflections
<b>Completed by:</b>
<b>Manager's comments/reflections</b>
<b>Completed by:</b>

<b>Committee(s):</b>	<b>Date(s):</b>
Safeguarding Sub Committee	27 November 2014
<b>Subject:</b> City of London Children and Families Staff Escalation of Safeguarding Concerns Process	<b>Public</b>
<b>Report of:</b> Chris Pelham, Assistant Director, People Services	<b>For Information</b>
<p style="text-align: center;"><b>Summary</b></p> <p>This report informs Members of the mechanisms in place in the Department of Community and Children's Services that enable staff at all levels in the Children and Families Service to raise safeguarding concerns and issues with managers, if they feel these issues and concerns are not being considered appropriately, how they will be escalated to senior managers as necessary.</p> <p>The report also highlights that there is now a formal Escalation Policy agreed by the City and Hackney Safeguarding Children Board (see Appendix), which provides transparency and organisational accountability for ensuring that conflicts between staff from partner agencies are formally addressed and, if necessary, escalated to the Independent Chair of the Local Safeguarding Children Board.</p> <p><b>Recommendation(s)</b></p> <p>For Members to note the report.</p>	

## **Main Report**

### **Background**

1. Recent events in other parts of the country in relation to issues of child sexual exploitation have highlighted how organisational cultures and behaviours which do not promote openness, transparency and accountability can have devastating impacts on the safety and welfare of young people in the local community.
2. It is essential therefore that all those responsible for ensuring that effective safeguarding arrangements are in place, including officers, Members, police and partner agencies, support an honest, open and transparent culture of awareness raising and information sharing that treats the safety of the child and young person as paramount.
3. In recent months the City of London has demonstrated this commitment through prioritising safeguarding on the Corporate Risk Register and through the launch of the Notice the Signs campaign.
4. In addition to these initiatives and the ongoing day-to-day safeguarding arrangements that are commissioned and/or delivered for our children and families, the following information sets out the escalation process in the City of London for members of staff who have a concern about matters of a safeguarding nature. The process is aligned with the Whistleblowing Policy which makes reference to the need to consider whether investigations should progress under the Whistleblowing Policy or via a Safeguarding or Conduct route.

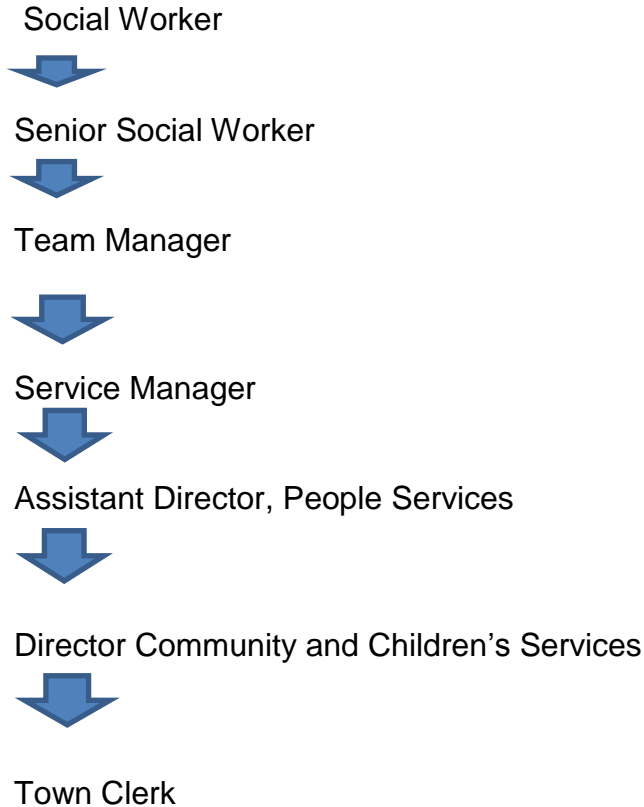
### **Current Position**

5. Staff working with children and families at risk of harm do so within a supportive/supervisory environment where concerns/issues are reported to line managers to ensure there is clear accountability regarding assessment, decision making and review.
6. Safeguarding procedures clearly set out responsibilities for staff to escalate their concerns to their line managers.
7. When escalating concerns, these issues must be recorded. They could be recorded in supervision notes, individual files, team minutes etc.
8. Agreement should then be sought as to the course of action that is going to be taken, by whom and when, and this should also be recorded.
9. If they feel that their concerns are not being addressed or appropriately acted upon by their direct line manager, staff must be able to pass their concerns up through the organisation to supervisors, middle and senior managers.



10. Staff in the Children and Families services will have formal supervision on a monthly basis (as a minimum) as per the Supervision Policy.

11. The following figure highlights the Children and Families staff escalation hierarchy:



12. There are a number of mechanisms in place to ensure that staff are able to escalate concerns above their direct line manager. These include the following.

- a) The Director's confidential surgery is open to all staff in the Department of Community and Children Services.
- b) The Service Manager (SM) and Team Manager (TM) meet with the Director two or three times per annum. The SM and TM are invited to meet the Director without the Assistant Director (AD) People present, although to date they have chosen not to do so.
- c) The AD People attends the team meetings of the Children and Families Team on a quarterly basis.
- d) The Children and Families quality assurance programme provides opportunities for the staff to meet with members of the Departmental Leadership Team (DLT) to discuss their practice.
- e) Unlike other local authority social care services, all the staff up to Director level work on the same floor. This is highly unusual in the context of local authorities delivering statutory safeguarding services and provides

opportunities for staff interaction across all levels of the departmental hierarchy.

- f) Senior managers have an open door policy for staff. Workshop sessions are held with the Children and Families Team which seek to provide opportunities for staff to express service-related issues in a safe and non-blaming environment.
  - g) The City and Hackney Safeguarding Children Board (CHSCB) oversees a survey of staff that is anonymous and provides opportunities for staff to raise issues.
  - h) The DLT also meets as a DLT+ on a quarterly basis (which includes all service managers) and the People Senior Management Team (SMT) meets as an SMT+ on a quarterly basis (which includes all team managers). This ensures that there is an opportunity for all supervisory staff to be engaged in service planning and development and it supports the raising of key issues from the front line to Senior Management.
  - i) The Assistant Director People Services will also meet with the Town Clerk twice per annum to discuss safeguarding issues. This meeting can take place with or without the Director also present.
  - j) The Independent Chair of the CHSCB meets with the Director on a quarterly basis and with the Town Clerk at least twice per annum. These meetings provide additional opportunities to consider any safeguarding concerns that might require attention at the highest level of the organisation.
13. These opportunities all contribute to encouraging an organisational culture that prioritises the safety and welfare of our children and families, that encourages staff engagement and that is open, transparent, accountable and non-threatening.
14. The CHSCB has also produced an Escalation Policy that clearly sets out the process by which a conflict, disagreement, concern etc. between practitioners /managers from different organisations can be formally addressed to reach a satisfactory conclusion.
15. The CHSCB will monitor the use of the policy and report to the Executive Board on when the policy has to be utilised, why and any learning that emerges from the process.

## **Corporate and Strategic Implications**

16. There are no financial, legal or strategic implications associated with this report.

## **Conclusion**

17. This report has provided Members with information on the various ways in which staff are able to ensure that any concerns they have, which they do not feel are being addressed by their line manager appropriately, can be progressed via a range of routes.
18. The report has also introduced the new CHSCB Escalation Policy which sets out the framework by which staff across agencies can raise issues if they are also concerned that matters of a safeguarding nature are not being addressed appropriately in an organisation.

## **Appendix**

The Local Safeguarding Children Board Escalation Policy

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city & hackney  
safeguarding  
children board

# Escalation Policy

## Resolving Professional Difference

**July 2014**

*"Working Together to make children safer"*

## 1. Introduction

- 1.1 Effective working together depends on an open approach and honest relationships between agencies. Problem resolution is an integral part of professional co-operation and joint working to safeguard children.
- 1.2 Occasionally situations arise when workers within one agency feel that the actions, inaction or decisions of another agency do not adequately safeguard a child. This inter-agency policy defines the process for resolving such professional difference and should be read alongside the London Child Protection Procedures.
- 1.3 Disagreements can arise in a number of areas, but are most likely to arise around:
  - **levels of need**
  - **roles and responsibilities**
  - **the need for action**
  - **progressing plans and communication.**
- 1.4 Where professionals consider that the practice of other professionals is placing children at risk of harm, they must be assertive, act swiftly and ensure that they challenge the relevant professionals in line with this policy.
  - The safety of individual children is the paramount consideration in any professional activity.
  - Resolution should be sought within the shortest timescale possible to ensure the child is protected.
  - As a guide, professionals should attempt to resolve differences through discussion within one working week or a timescale that protects the child from harm (whichever is shortest).
  - Disagreements should be resolved at the lowest possible stage
- 1.5 **If a child is thought to be at immediate harm, the designated safeguarding lead in your agency should be informed immediately.**
- 1.6 Any worker who feels that a decision is not safe or is inappropriate can initially consult their supervisor/manager to clarify their thinking if required.
- 1.7 They should also be able to evidence the nature and source of the concerns and should to keep a record of all discussions. Individuals may wish to refer to the Escalation Policy for their organisation.

## 2. Stages of Resolution

### 2.1 Stage One: Discuss with the other worker

- 2.2 The people who disagree have a discussion to resolve the problem. This discussion must take place as soon as possible and could be a telephone conversation or a face to face meeting. It should be recognised that differences in status and/or experience may affect the confidence of some workers to pursue this unsupported.

### 2.3 Stage Two: Escalate to line manager

- 2.4 If the problem is not resolved, the worker should contact their supervisor/ manager within their own agency who should have a discussion with the equivalent supervisor/ manager in the other agency.
- 2.5 If the case involves a child subject to a Child Protection Plan or a Looked After Child, the Independent Reviewing Officer must also be notified.

### 2.6 Stage Three: Escalate to senior managers

- 2.7 If the problem is not resolved at Stage Two, the supervisor/ manager reports to their respective manager or named/ designated safeguarding representative. These two managers must attempt to resolve the professional differences through discussion.
- 2.8 **If there remains disagreement, the expectation is that escalation continues through to the next tier of management before the case is raised with the CHSCB Chair.**

### 2.9 Stage Four: Resolution by CHSCB Chair

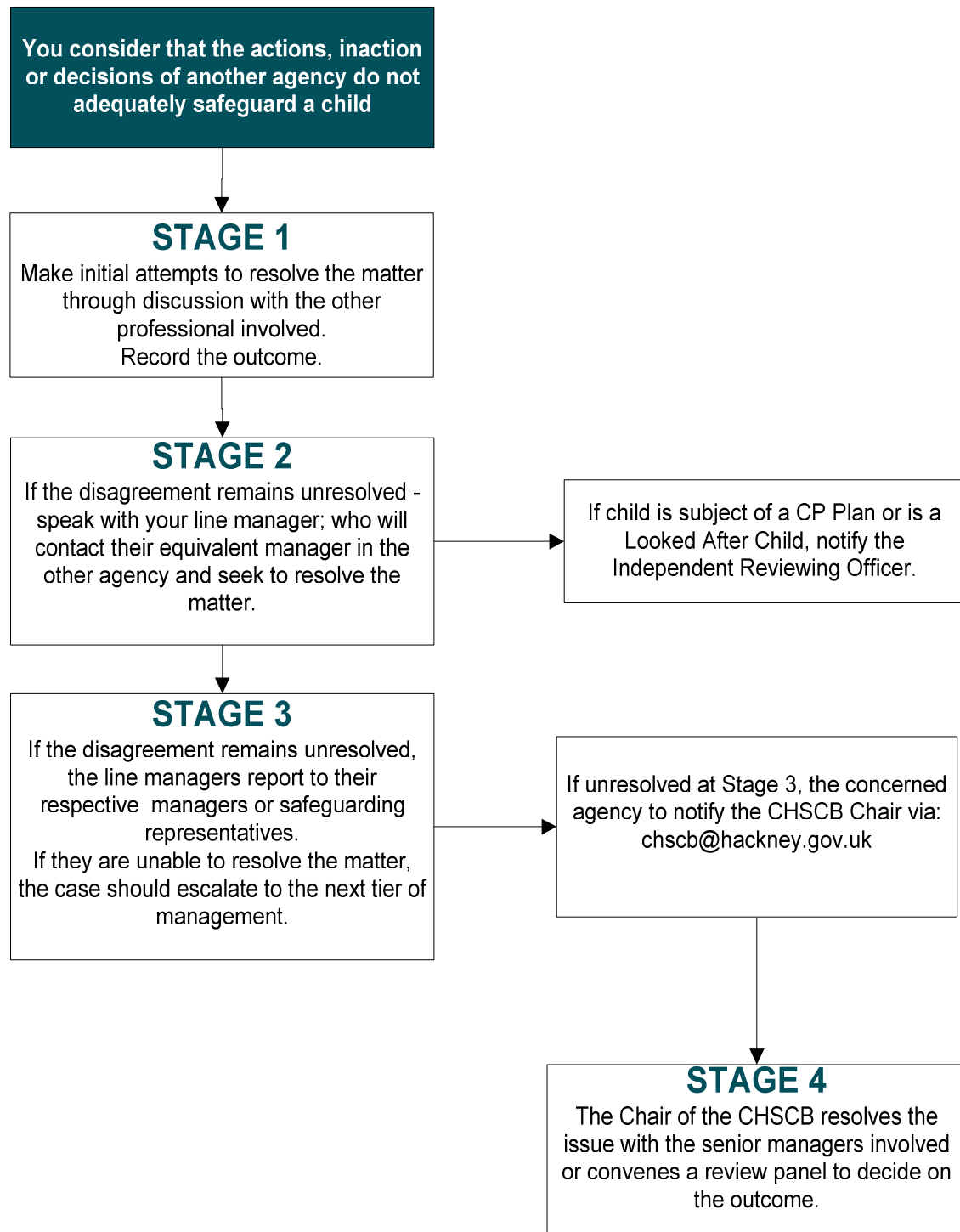
- 2.10 If it has not been possible to resolve the professional differences within the agencies concerned, the matter should be referred by the concerned agency to the Chair of the City and Hackney Safeguarding Board (CHSCB), who may either seek to resolve the issue direct with the relevant senior managers, or convene a Resolution Panel.
- 2.11 The agency raising the dispute must e-mail the details through to [chscb@hackney.gov.uk](mailto:chscb@hackney.gov.uk)
- 2.12 The Resolution Panel must consist of senior officer from three agencies who are members of the full Board of the CHSCB. The senior officers must include the agencies concerned in the professional differences.
- 2.13 The Panel will receive representations from those involved in the dispute and make a decision as to the next course of action, resolving the professional differences concerned.

## 3. Additional Notes

- 3.1 At all stages of the process, actions and decisions must be recorded in writing on the child's file and shared with relevant personnel, to include the worker who raised the initial concern.

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Available:	

## Escalation Policy - Resolving Professional Difference





<b>Committee:</b>	<b>Date:</b>
Safeguarding Sub Committee	27 November 2014
<b>Subject:</b> Corporate Parenting Strategy	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Decision</b>
<p style="text-align: center;"><b>Summary</b></p> <p>This report seeks approval for the City of London's renewed Corporate Parenting Strategy.</p> <p>Corporate parenting is when the City takes on the role of a good and effective parent to the children it looks after and those who have left care. Everyone who works for the City of London is a corporate parent to the children and young people in the City's care – including elected Members and chief officers.</p> <p>The Corporate Parenting Strategy sets out how the City will fulfil its commitment and ensure that children and young people have the support, care and encouragement to reach their full potential.</p> <p>The strategy includes the City's "Pledge" to its children looked after and care leavers. The Pledge is a set of promises that have been identified through consultation with children and young people in or leaving care. It is anticipated that Members, chief officers, partners and children and young people will sign the Pledge to signify their shared commitment to it.</p> <p><b>Recommendation</b></p> <p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• approve the Corporate Parenting Strategy.</li> </ul>	

## Main Report

### Background

1. The City of London is renewing its Corporate Parenting Strategy. Corporate parenting is a legal and moral duty placed on local authorities caring for children looked after and those leaving care.
2. The draft Corporate Parenting Strategy sets out how the City will deliver its role as a corporate parent and ensure that children and young people have the support, care and encouragement to reach their full potential.
3. It describes the City's role as a corporate parent and the City's "Pledge" to its children and young people who are looked after or leaving care, and sets out the range of actions the City will undertake to deliver the strategy.

4. The strategy seeks to ensure that the City will act as an effective corporate parent making decisions and behaving in ways that:
  - keep our children safe
  - help children and young people's material wellbeing
  - support children and young people in their education and training
  - provide appropriate health care for children looked after
  - promote employment
  - encourage enjoyment and achievement through leisure and continuing interests
  - help to develop personal skills
  - provide stability and a sense of security and belonging
  - understand family life
  - provide support after leaving care
  - empower our children and young people.
5. To achieve this, and deliver the City's role and responsibilities as a corporate parent the strategy sets out a number of actions and commitments grouped under the following headings:
  - healthy and safe
  - learning, achieving and enjoying
  - listening and contributing
  - independence and working
  - individual and community.
6. The actions and commitments beneath these heading will form the strategy's action plan to support its delivery, and ensure it is accountable to Members and the City's children and young people. This action plan will be refreshed annually.
7. Within the Strategy the City has developed a "Pledge" for its children looked after, young people and care leavers. The Pledge is the City's promise to provide the care and help that children and young people in its care have told the City they want. It also includes the commitments the City has already made in signing up to the Government's "charter for care leavers".
8. The Pledge to children looked after and care leavers was developed through consultation with children and young people and agreed at the first meeting of the City's Children in Care Council. It sets out a number of promises that children and young people have identified which, if delivered, would make the City a good parent and carer. It is anticipated that Members, chief officers, partners and children and young people will sign the Pledge to signify their shared commitment to it.
9. The role of corporate parent is supported by a lead elected Member for children's safeguarding, and the Safeguarding Sub Committee. The Safeguarding Sub Committee acts as the City's corporate parenting board – providing oversight, challenge and leadership to achieve the best outcomes

for the City's children and to ensure that these outcomes are delivered by all partners. As such the Safeguarding Sub Committee will have oversight of the Corporate Parenting Strategy (subject to its approval) and its implementation.

10. The Corporate Parenting Strategy sits beneath the wider Children and Young People's Plan. It delivers to that document's priorities, particularly those in relation to:
  - safeguarding
  - health living
  - achievement and learning
  - partnerships, and
  - user engagement.

### **Corporate & Strategic Implications**

11. The renewal of the Corporate Parenting Strategy is a commitment in the Department of Community and Children's Services' Departmental Business Plan.

### **Implications**

12. There are no additional financial, legal or HR implications arising from the Corporate Parenting Strategy.

### **Conclusion**

13. The approval and implementation of the Corporate Parenting Strategy will support the City's ambition that every child looked after or care leaver in its care will meet their full potential and have lives in which they thrive. It will ensure that as a corporate parent the City will keep children safe, and support, encourage and nurture them so that they reach the heights we all aspire to for our own children.

### **Appendix**

- Appendix 1 – Corporate Parenting Strategy (draft)

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**City of London**

**Corporate Parenting Strategy**

**Draft**

<b>Document status:</b>	Draft
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## **1 Introduction**

*“You have no greater responsibility than when you are acting as corporate parents.”*

Edward Timpson

(Minister for Children and Families – June 2013)

- 1.1 The City of London Corporation (the City) wants the children in and leaving its care to meet their full potential and have lives in which they thrive. As a corporate parent we will keep our children safe, and support, encourage and nurture them so that they reach the heights we all aspire to for our own children.
- 1.2 Corporate parenting is when the local authority takes on the role of a good parent to the children that it looks after and those who have left care and who are starting their independent adult life. As a corporate parent the City has a moral and legal duty to provide the kind of support that any good parent would provide for their own children. We know we cannot replace or replicate all aspects of parental love, but we can share the same personal concern, desire to support fulfilment and aspirations for the lives of the children in our care.
- 1.3 Our commitment to this role is set out in this strategy. It sets out our “Pledge” to the children in our care, and the expectation they can have of us as corporate parents. In doing so it challenges us as corporate parents to ensure that we act to continuously improve the life chances of our children looked after, young people, care leavers and unaccompanied asylum seeking children. It builds on the work that has already been progressed in order to drive, support and strengthen it further, and it places corporate parenting as a responsibility that sits across all of the City’s elected Members, departments and officers and our partner agencies.

## **2 Context**

- 2.1 The outcomes for children in care can often be worse than those of their peers. Our children will have come into care having faced difficulties and disruption in their lives and many continue to face a number of challenges. Nationally, the educational, physical and psychological wellbeing, training and employment outcomes for children and young people looked after tend to be poorer compared with their non-looked after peers. However, as with all children, their experiences are individual, their response to those experiences is their own and their needs are distinct.
- 2.2 The City has a duty under the Children Act 1989 to “safeguard and promote” the welfare of each child we look after. The Children (Leaving Care) Act 2000 extended the



responsibility of local authorities to young people leaving care, requiring them to plan the young person's transition to adulthood and provide ongoing advice and assistance until at least the age of 21. The Children Act 2004 introduced a duty on named agencies both to cooperate with the local authority and to ensure that they take account of the need to safeguard and promote the welfare of children in fulfilling their own functions.

- 2.3 The success and impact of these duties can only be measured through the positive difference we make to the safety, health and wellbeing, educational attainment and transition to adulthood of children and young people. To ensure that we focus on and deliver this positive difference, and that there is a clear line of accountability for its delivery, the City has a lead Member for children's services to provide the political leadership, and a Director of children's services to provide professional leadership.
- 2.4 This leadership operates in an authority that is unique. Our size is such that we can develop a very close relationship with, and in-depth knowledge of, our children and young people. No child looked after or care leaver will contact the City and not be known to a professional in the team. This creates a relationship with our children and young people that is personal, and offers stability and security.
- 2.5 As corporate parent to a small and diverse number of children and young people, the City does not, and would not, offer uniform services based on standardised approaches. We are flexible and creative in our approach – tailoring our support and care to the needs of the individual.
- 2.6 The geography of the City and its role as the world's leading international finance centre mean that there are no opportunities to place children into care within our boundaries. This places an even greater responsibility on us to ensure that our children are connected and feel attachment to the City. This focuses not only on our children knowing our workers and Members, but also on helping them to discover our history and the opportunities the City can offer.

### **3 Our children who are looked after and leaving care – some characteristics**

- 3.1 During 2013/14 the City looked after 11 children and supported 13 care leavers.
- 3.2 The ethnicity of the children we look after is diverse – and differs from the ethnicity of our local population as many of our children who have come into care have sought asylum in the United Kingdom.
- 3.3 The children we looked after during 2013/14 included three under the age of ten years, eight aged between ten and 18 years of age. Only one of our looked after children was female.

- 3.4 Periods of care range from very short emergency placements to care of more than five years. Four children were looked after for less than one year – all of whom came into care during the year and either left care or no longer required care during that same year. Five children had been looked after for between one and three years, and two for more than five years.
- 3.5 Of our seven children who had been looked after for more than a year during 2013/14, three had had a single placement, two transitioned at the age of 17 from foster care to semi-independent living during the year, one had experienced a change of placement (but had been stable in their current placement for two years), and a further child had changed placement during the year.
- 3.6 All looked after children were placed into foster care other than the two who moved into semi-independent supported accommodation from foster care. All our children looked after are placed within 12 miles/19.5 kilometres of the City. All are placed with Independent Fostering Agencies as the City does not have its own fostering service.
- 3.7 Five of our children aged 4–16, who had been in care continuously for a year or more, completed “Strengths & Difficulties” questionnaires during quarter four. All were well within the normal score range of 13 or below, with an average score of 4.8.
- 3.8 There have been no school exclusions among our children looked after. Our children generally performed well in school and college with most maintaining an attendance rate well above 90%. Our children are on track to meet national attainment levels for their age and we have also provided significant support to those for whom English is not a first language.
- 3.9 None of the children we look after have had engagement with the police or criminal justice system, and none were identified as having a substance misuse problem.
- 3.10 The City supported 13 care leavers over the course of 2013/14 aged from 18 to 22 years. Like our children looked after, the diverse ethnicity of our care leavers reflects the fact that many have come into care after entering the United Kingdom. Two of our care leavers were female.
- 3.11 Three of our care leavers remained with their foster carers through “staying put” arrangements. Seven lived independently (four in City social housing and three in the private rented sector), one lived in semi-independent supported accommodation, one in university accommodation and another in temporary placements that included supported accommodation.
- 3.12 The majority of our care leavers are involved in employment, education or training – with two attending university and five at college. Only two were not involved in employment, education or training.

## **4 The City as a corporate parent**

- 4.1 Everyone who works for the City of London is a corporate parent to the children and young people who are in our care. This is not just those who have direct day-to-day contact with our children, such as social workers and foster carers, but all those who work for the City, including our elected Members and chief officers. A key role for elected Members and the City's officers is to promote opportunities for our looked after children and care leavers, and to be a challenge and a champion on their behalf.
- 4.2 The City is responsible for delivering a vision of corporate parenting which ensures that all children in care and those leaving care have the support, care and encouragement to reach their full potential.
- 4.3 As a good and effective corporate parent we will make decisions and behave in ways that:
- keep our children safe
  - help children and young people's material wellbeing
  - support children and young people in their education and training
  - provide appropriate health care for children looked after
  - promote employment
  - encourage enjoyment and achievement through leisure and continuing interests
  - help to develop personal skills
  - provide stability and a sense of security and belonging
  - understand family life
  - provide support after leaving care
  - empower our children and young people.
- 4.4 We have a safeguarding responsibility to all of our children. As corporate parents this means that any risk of harm to our individual children looked after must be assessed and plans put in place to keep them safe. These risks may include emotional and physical harm, sexual abuse and sexual exploitation, bullying, gang activity, self-harm or suicide. Many of our children come into care with a first language other than English and may struggle to communicate issues that identify risk – a barrier we must overcome to ensure their safety. We must also make sure that our children have someone "outside the system" such as an advocate or independent visitor to look out for their interests.
- 4.5 To support us to deliver our responsibilities as a corporate parent, the City has a lead elected Member for children's safeguarding, and a Safeguarding Sub Committee made up of six elected Members. The Safeguarding Sub Committee acts as the City's corporate parenting board – providing oversight, challenge and leadership to achieve the best outcomes for our children and to ensure that these outcomes are delivered by all partners. This is a vital role through which our Members examine and address

the needs of our children and young people through the consideration “if this were my child”.

- 4.6 The City’s corporate parenting role is also supported and challenged by the City and Hackney Children’s Safeguarding Board, and the Children’s Executive Board (CEB). The CEB is a City-specific multi-agency strategic partnership which is responsible for delivering the priorities and objectives of the Children and Young People’s Plan, in which the needs of children looked after and care leavers are paramount.

## **5 What our children want**

- 5.1 The City has developed a “Pledge” for its children looked after, young people and care leavers. Our Pledge is the City’s promise to provide the care and help that our children and young people have told us they want. We have also included the promises the City made in signing up to the Government’s “charter for care leavers”.

## **6 The Pledge**

### **6.1 We will:**

- be open and honest with you
- believe in you and encourage you to be the best you can be
- listen to you and respect and work with you to understand your point of view
- inform you at every point of your journey of the support that is available and your entitlements
- support you with information, advice, and practical and financial help, and provide emotional support and a named person you can contact when you want to
- find you a home that is right for you
- respect and honour your identity, encouraging you to be an individual but not make you different
- be there to support you and never judge
- provide space to talk one to one
- support you and help you to build life skills, and be a lifelong champion
- listen to your complaints and act on them
- help you to have your say
- provide chances to get involved in positive activities
- help you to meet other children and young people who are looked after or who are care leavers
- help you to work towards living independently and to plan for your future
- help you to stay with the right foster carer for you
- listen to your views about family contact and help that happen where possible

- help children and young people who have been in care for a while or who have left care to become a mentor to those who are new to care.

## **7 Delivering for our children and young people**

7.1 To develop this strategy, we have examined our role and responsibilities as a corporate parent and reflected on the Pledge that our children have asked us to make to them. We can only be held to account and continuously improve if our vision and promises translate into detailed commitment and action. To ensure that this strategy is about what we are doing, and what we will do, we have set out below some of the ways in which the City is working, and will work, with our children to raise their life chances. These are grouped under the following headings:

- healthy and safe
- learning, achieving and enjoying
- listening and contributing
- independence and working
- individual and community.

## **8 Healthy and safe**

8.1 We want our children to be healthy and safe. To achieve this we will:

- ensure that children and young people looked after have a comprehensive health assessment once a year – or twice a year for those aged under five years
- help our children understand why they have a medical assessment and its benefits as part of a “coming into care” pack
- ensure that children are immunised
- ensure that each child/young person is registered with a GP and a dentist, and has access to eye care
- monitor and track medical, dental and optical health checks to ensure that they happen
- ensure that language or literacy issues do not create a barrier to receiving or understanding health services
- provide information on promoting healthy lifestyles and sexual health that is appropriate to the age and maturity of our children
- deliver Child and Adolescent Mental Health Services to our children looked after, wherever they are placed
- provide information, advice and assistance in respect of the use of drugs and/or alcohol if these are causing or likely to cause harm to health

- develop a “health passport” for our care leavers as a record of their health care
- support emotional wellbeing through tailored activity and, where necessary, specialist intervention
- provide age-appropriate and comprehensive multi-agency teenage pregnancy and parenthood support, prioritising the needs of children looked after, where a young person in our care becomes pregnant or a young father
- maximise the inclusion of children/young people with a disability in mainstream education, leisure and social activities
- ensure that our staff and partners remain trained to meet the health needs of children looked after, including sexual health, mental and emotional health, child sexual exploitation and substance misuse issues
- provide specific training for staff to identify the risk and/or experience of child sexual exploitation that may be experienced by unaccompanied asylum seeking minors
- support and encourage activity as part of a healthy lifestyle
- place children with foster carers who can best meet their needs – including those needs and preferences expressed by the child, young person and his or her parents
- only place with Independent Fostering Agencies that are rated “good” or “outstanding” by Ofsted
- commission quality placements and systematically monitor these arrangements to ensure that they provide stable placements which meet the physical, emotional and social needs of children
- risk assess the suitability of any placement prior to it progressing
- allocate a qualified, skilled social worker to ensure that the statutory requirements for the child’s care and protection are met
- ensure that our social workers visit children looked after every week for the first six weeks of placement and every six weeks thereafter
- allocate an Independent Reviewing Officer (IRO) to chair review meetings, monitor the appropriateness and progress of plans, and ensure that the wishes and feelings of children are taken into account
- provide as much stability of placement as possible
- ensure that a permanency plan is in place for each child by the second child looked after review meeting
- provide access to an advocate and independent visitors
- safeguard children from bullying, racism, discrimination and harassment.

## **9 Learning, achieving and enjoying**

9.1 Educational achievement is a significant factor in improving the life chances of children and young people in care. Participating in leisure activities can enhance self-esteem and confidence. We want our children to achieve outcomes and enjoy leisure activities that are as good as those of their peers. To achieve this we will:

- make the learning and educational needs of each of our children looked after a high priority
- support educational achievement and progress through a Virtual Head Teacher
- ensure that all school-aged children in care have a suitable full-time school place
- develop a Personal Education Plan (PEP) for all children and young people
- be ambitious for our children and young people and committed to supporting their progress and attainment
- monitor educational progress and attendance quarterly
- provide specialist therapeutic support, extra tuition or specialist equipment based on individual needs to support learning
- celebrate educational achievements such as exam results
- monitor expenditure of the Pupil Premium Plus to confirm that it correlates with the additional actions recorded in the PEP
- prioritise children in care for school admissions
- provide targeted support to those who are not in education, training or employment
- provide immediate alternative educational provision where school exclusion occurs
- ensure that all children looked after have access to local youth service provision
- provide local leisure centre membership for all looked after children
- support involvement with leisure and community opportunities that reflect our children's ethnicity, religion and culture
- provide equipment such as sports equipment or musical instruments to support involvement in chosen leisure activities
- ensure that children and young people in care have holidays, visits and outings in order to broaden their horizons
- enable access to play, leisure and recreation services for disabled children and young people.

## **10 Listening and contributing**

10.1 Children and young people, and those leaving care, have the right to share their views, wishes and feelings. We are committed to listening to our children and young people

to ensure that their views shape decisions made about their lives and the services we deliver. To achieve this we will:

- consult children and young people about the decisions made about their lives and to help us to shape their futures through regular review meetings and meetings with their social worker
- seek creative and innovative ways to facilitate and encourage listening to our children and young people, both individually and collectively
- give children and young people the opportunity to influence our practice and policy through our Children in Care Council
- involve children and young people in the recruitment and induction of staff in Children and Families, and the commissioning of services for children and young people
- make sure that children and young people know how to make a complaint, and how to make a compliment, about the services they receive
- make sure that children and young people have information on services and the teams providing them through a “coming into care” pack
- provide a variety of opportunities for children and young people to meet senior staff and elected Members so that they can share their experiences, ideas and views
- provide an Independent Review Officer and advocacy service to help children and young people to contribute their views when they want someone to speak up on their behalf
- develop opportunities for looked after children and young people to deliver training to professionals and our elected Members on what it is like to be looked after and how to talk with young people about their issues.

## **11 Independence and working**

11.1 We want our children looked after to develop and sustain independent lives. Developing life and employment skills is crucial for the future of our children and young people, and their economic wellbeing. To support this we will:

- develop life skills training and peer learning to support young people in meeting the challenges of independent living – including budgeting, paying bills and dealing with emergencies
- help them to choose when to move on and give them the chance to stay put with their foster carer if they are not ready to do so
- help them to save for their future whilst they are in care
- give them apprenticeship opportunities with the City
- help them to gain confidence and skills through volunteering opportunities, work experience and participation in our time credits scheme



- provide chances to learn about how to deal with stress and how to be assertive in order to help our children and young people to deal with challenges in life and speak confidently for themselves
- give young people opportunities to shadow key senior officers in the City – including the Town Clerk
- provide tailored support and advice through our careers advisory service
- provide semi-independent accommodation for those who need a stepping stone into full independence
- remember them and provide them with ongoing support as they become an independent adult
- support young people in their tenancy to help them to settle into independent living.

## **12 Individual and community**

12.1 We want the children and young people in our care to thrive as individuals. We want them to know themselves, their heritage and their community, and to support them to achieve this we will:

- help children and young people to understand their rights through the development of our “coming into care” pack
- help children and young people to keep photos and memories about important people in their life and places they have been
- help children and young people to feel proud and strong about their own culture, language and religion
- promote and facilitate contact with family members where this is in the best interests of a child or young person
- support our unaccompanied asylum seeking children to find and contact family members
- take into account any cultural, religious, communication or disability needs when matching children and young people with placements
- help our unaccompanied asylum seeking children to understand their heritage
- help children and young people to connect with the City and each other through events, outings, residential trips and the Children in Care Council
- support engagement and participation in cultural, religious and community activities.

## **13 Taking the strategy forward**

13.1 The City will develop the action plan that supports this strategy and delivers the commitments that we have set out above. This plan will provide greater detail about

the person or partner organisation responsible, the timescales for delivery and what we will achieve.

- 13.2 We will use this action plan to measure the delivery of this strategy. We will also look for evidence to show that we are delivering our Pledge to children looked after and care leavers.
- 13.3 The progress of delivery will be reported to and monitored by the Safeguarding Sub Committee, the CEB and our Children in Care Council.
- 13.4 The action plan will be refreshed annually over the lifetime of the strategy to ensure that it continues to drive improvements and meet the changing needs of children and young people.

<b>Committee(s):</b>	<b>Date(s):</b>
Safeguarding Sub Committee	27 November 2014
<b>Subject:</b> Review of Children and Young People's Plan and Children Executive Board Governance Arrangements	<b>Public</b>
<b>Report of:</b> Chris Pelham, Assistant Director, People Services	<b>For Information</b>

## Summary

The current City of London Children and Young People's Plan (CYPP) covers the period 2012–2015 (see Appendix).

The plan identified seven key strategic priorities across the following areas:

- Stronger Safeguarding
- Early Help Offer
- Children's Workforce Development
- Healthy Living
- Achievement and Learning
- Partnership
- User Engagement.

The work of the CYPP is overseen by the Children Executive Board (CEB) which is chaired by the Director Community and Children's Services.

In order to ensure that the work of the CEB continues to meet the needs of the City community, is responsive to local/regional and national policy development and is compliant with updated statutory requirements, it is important that the CEB reviews and plans for a new CYPP to take effect from 2015.

A proposal was taken to the CEB and the Local Safeguarding Children Executive Board in September 2014, seeking agreement to carry out a review of the plan and accompanying governance arrangements, with the aim of implementing the new plan from April 2015. This was agreed by both Boards.

## Recommendation(s)

Members to note that the review of the Children and Young People's Plan is under way and a final version will be presented to this Sub Committee in 2015.

## **Main Report**

### **Background**

1. The current City of London Children and Young People's Plan (CYPP) covers the period 2012–2015. The plan was agreed at the same time as the current Children Executive Board (CEB) governance arrangements and Terms of Reference were established in 2012.
2. The plan identified seven key strategic priorities across the following areas:
  - Stronger Safeguarding
  - Early Help Offer
  - Children's Workforce Development
  - Healthy Living
  - Achievement and Learning
  - Partnership
  - User Engagement.
3. Sub groups of the CEB were identified to support the delivery of these priorities and progress was reported back to each CEB meeting.
4. In order to ensure that the work of the CEB continues to meet the needs of the City community, is responsive to local/regional and national policy development and is compliant with updated statutory requirements, it is important that the CEB reviews and plans for a new CYPP to take effect from 2015.
5. This report updates Members on progress made against the current plan and confirms that arrangements to review the plan are now under way.

### **Current Position**

6. Since 2012 and the launch of the current CEB and CYPP, significant progress has been made in the governance, business processes and outcomes for children and families in the City of London.
7. In April 2013, the appointment of the Director Community and Children's Services to the City of London has helped ensure that the CEB drives forward the CYPP objectives. The Director is Chair of the CEB.
8. Engagement from the partnership has been positive. The development of the early intervention and prevention (EIP) offer has built on the successes identified in the Safeguarding and Looked after Children Inspection in March 2012.
9. The Early Intervention and Prevention Framework, the accompanying early intervention assessment tools (Pre-Common Assessment Framework) and the engagement of partners across universal and specialist services has helped to strengthen the offer to children and families.

10. Work has recently been completed to develop a new thresholds document, a new resources document and an Early Intervention and Prevention Strategy. The future oversight and governance of these three areas may move from the current EIP Sub Group if the review determines an alternative structure should be in place.
11. The work of the City and Hackney Safeguarding Children Board (CHSCB) was reviewed as part of the pilot Ofsted inspection in Hackney in 2012, which judged the quality of the work as outstanding. The work of the Sub Committee has provided oversight of a number of key safeguarding policies, procedures and practice areas.
12. Notable progress has been made in respect of:
  - joint working arrangements between City of London Police and Children Social Care
  - increased awareness of the local authority Designated Officer
  - the link with early intervention through a single service offer in the Children and Families Team
  - the launch of the electronic recording system in Children and Families (FWi)
  - the successful inspections across partners that highlighted outstanding safeguarding arrangements including City Gateway, police (domestic violence), Sir John Cass School and Sir John Cass Children's Centre
  - the implementation of the Targeted Education Resources Panel which draws education and childcare/social care closer, for example through the role of the Virtual Head Teacher
  - increased participation and engagement in services for children under five years.
13. Over the past two years the workforce has continued to develop and demonstrate effective multi-agency working following shared learning through:
  - a robust training programme regarding child sexual exploitation led by the police
  - the early intervention training led by the Children and Families Team
  - Solihull training across the partnership led by the Children and Families Team
  - safeguarding training across a range of partner agencies, which took place for the first time in the City led by the CHSCB
  - the launch of the Knowledge Transfer Programme, including the initiation of a three-year research programme into the implementation and impact of the Solihull approach.
14. Performance information is now regularly reported into the CEB, the Safeguarding Sub Committee and the Early Intervention Sub Group.
15. In 2013, City Gateway was successful in winning the tender to deliver youth services for 11–18-year-olds. As a result, a review of the participation and

engagement strategy resulted in the suspension of the previously established Youth Engagement Sub Group (YES) as City Gateway introduced new ways of working in respect of the Youth Services offer. The new participation strategy has been presented to the CEB.

16. Changes in health service structures and personnel contributed to delays in launching the Health Outcomes Sub Group, although progress is now evident in 2014.
17. It is now important that the CEB begins to plan for the next phase of its work. The current CYPP is in place until 2015. Building on the successes since 2012, learning from the areas that have been less successful and planning for the next three years are key to the development of a new CYPP.
18. The review will be led by the Community and Children Services Policy Team, sponsored by the Assistant Director People. The Policy Team will develop a detailed project plan. However, the review will need to consider community needs as evidenced via:
  - joint strategic needs assessment
  - Health and Wellbeing Strategy
  - Child Poverty Strategy
  - Resident Information Database.
19. The review will need to ensure that the CYPP and CEB demonstrate compliance across key legislative areas already in place or recently introduced, including the Children and Families Act 2014 and the Care Act 2014.
20. The review will need to ensure that the voices of children and families are evident in shaping the future direction of the plan.
21. Consideration will need to be given to relevant inspection frameworks to ensure that standards of outstanding practice are embedded into the practice of all partners.
22. The review will consider the relationships between key partnership boards, including the Health and Wellbeing Board, the Local Safeguarding Children Board (LSCB), the City Safer Partnership and the Safeguarding Adults Board. As such, the review will be required to make recommendations on the most effective governance arrangements, including, where relevant, sub groups and membership. The review should also consider where there is current multi-agency work taking place that is not formally part of the governance arrangements. For example, the Targeted Education Resources Panel and the Admission Forum.
23. The review will commence in autumn 2014. A draft CYPP and governance/membership framework will be presented to the CEB early in 2015 with a view to implementation of the new plan and structure in April 2015.

## **Proposals**

24. The process will be overseen by the Assistant Director People with support from the Policy Team who will coordinate the engagement of partners and draft the plan and new governance and membership arrangements.
25. Agency leads will need to be identified to support the editorial and sign-off process. The leads group will be made up of:
  - the Chairs of the sub groups
  - the Service Manager, Children and Families
  - a police representative
  - a health representative
  - a City Gateway representative
  - the Service Manager, Performance
  - the LSCB.

## **Corporate and Strategic Implications**

26. The Review of the CYPP and CEB will consider the relationship between the CEB, the LSCB and the Health and Wellbeing Board. Since the launch of the CEB, the Health and Wellbeing Board has been established and forms part of the formal governance arrangements of the Court of Common Council. The review will need to consider how the CEB fits into this governance framework.

## **Implications**

27. There are no financial implications; however, the review will require time for partners to engage in desktop and workshop-based activities.

## **Conclusion**

28. The report sets out the need to progress the review of the CYPP and CEB, starting in autumn 2014 with a planned implementation date of April 2015.

## **Appendix**

The Children and Young People's Plan 2012–2015

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# Children and Young People's Plan 2013 – 2015



CEB  
Children's Executive Board  
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# Summary

The 2013 – 2015 plan outlines our vision, ambitions and key priority outcomes for children and young people in the City of London. The City of London's Children's Executive Board has agreed this plan as the strategy for Children and Young People in the City for 2013 -2015.

Its purpose is to set out the priorities across all partners responsible for providing services to children and young people, our objectives for the next three years and how we will deliver them.

It is the key driver for helping us to strengthen our early intervention, prevention and integrated working approach to ensure that our specialist services are targeted at the most vulnerable members of our community.

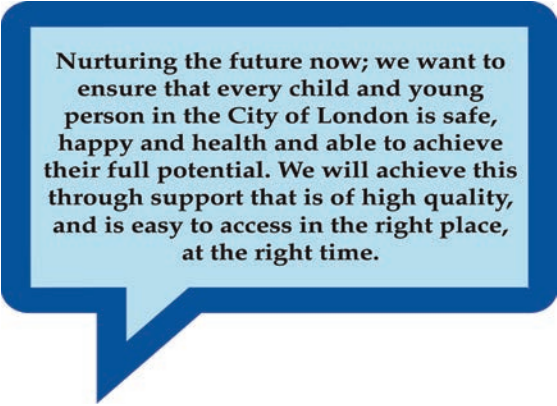
In the City of London we are committed to a long-term shift in our mainstream resources towards greater prevention and early intervention. We have invested in services that are open to all children and families to prevent children and young people's needs from escalating into difficulties.

Prevention and Early Intervention was our first strategic priority on the City of London's Children and Young People's Plan 2009-2012 and we believe that our investment in prevention results in very low levels of referrals to specialist services. It is our aim to sustain investment in preventative services and continue to develop more joint working around these.

The reduction in demand for specialist services means that we are preventing children growing up to experience behavioural

problems, mental illness, substance misuse, teenage parenthood low educational attainment, crime and anti-social behaviour. We are improving our ability to identify children and families with high risk factors and low protective factors. For these children and families, we will intervene to support children at a much earlier stage, which will prevent them from requiring more specialist services at a later stage in their life.

This plan establishes the Executive's agreed priorities for 2013 - 2015 within the framework of the strategic objectives set out in the Health and Wellbeing Board and the one year action plan also sets out the agreed priorities for 2012 - 2013.



**Nurturing the future now; we want to ensure that every child and young person in the City of London is safe, happy and healthy and able to achieve their full potential. We will achieve this through support that is of high quality, and is easy to access in the right place, at the right time.**

## **Our vision statement**

# Partnership Priorities

The Children's Partnership day held on the 11 January 2012 brought together over 70 representatives from partner agencies to reflect on the last three years and plan for the future. As a result seven key strategic priorities were identified.



## The seven key strategic priorities are:

1. **Stronger Safeguarding** - Focuses on ensuring that there are high standards of safeguarding across all agencies and there is a seamless service for children and families in the City of London.
2. **'Early Help' offer** - We are committed to a long term shift in our mainstream resources towards greater prevention and a cohesive offer of services to ensure that families' needs are identified at an early stage so that they receive the right service at the right time to further reduce the demand for specialist services.
3. **Children's Workforce Development** – The children and young people in the City have a suitably skilled and trained children's workforce.
4. **Healthy Living**- With a key focus on young people adopting a healthy lifestyle and knowing what resources are available in the City of London.
5. **Achievement & Learning**- That we can continue to close the gap in attainment and skills between disadvantaged groups and their peers.
6. **Partnerships** - There is effective joint working sustained by a shared language and shared process e.g. Common Assessment Framework.
7. **User Engagement** - we will specifically focus on consulting, involving and engaging everyone across the City of London in developing, improving and evaluating the services we offer to ensure that we are collectively 'making a difference'.

# The Strategic Priorities

For each of the seven strategic priorities, we have set out what we expect to have changed by the end of the plan period (2015).

## Stay Safe

### Strategic Priorities 1 and 2 – Stronger Safeguarding and Early Help

The City of London had its Safeguarding and Looked After Children Ofsted Inspection in March 2012. The safeguarding aspect of the Inspection evaluated the contribution made by relevant services in the local area towards ensuring that children and young people are safeguarded.





Safeguarding services in the City of London were judged as Good across all evaluated areas, meaning the service exceeds the minimum requirements. Prevention and Early Intervention was identified as being outstanding. This was due to the excellent preventative initiatives in the community.

The City of London will be striving to move towards delivering outstanding services to children and their families. Outstanding is defined by Ofsted as a service that 'significantly exceeds minimum requirements'. In addition, to driving improvement as part of the Inspection Action Plan, the following areas will also need to be in place in order to achieve this objective:

- An integrated early help model that is designed, implemented and reviewed by all partners with a single point of entry for services for children young people and families offering a seamless service.
- A robust performance and quality assurance framework that looks at statistical and performance information as well the quality of intervention with families in line with recommendations from Professor Eileen Munro.
- Implementation of the workforce development strategy and aligning this with the recommendations from the Social Work Reform Board.

## Strategic Priority 3 – Workforce Development

The Workforce Strategy that the City of London and its partners have developed has been set out using a framework to enable the integration of services. The framework has eight headings and was largely developed by the former Children's Workforce Development Council to support integration across organisations and professional groups working with children, young people and families.

### The framework headings are:

1. Shared identity and vision
2. Common values and language
3. Behaviours focused on positive outcomes for children and young people



4. Integrated work practices
5. High quality, appropriately trained workforce
6. Complementary roles focused around children and young people
7. Capacity to deliver and keep children safe
8. Outcome focus

**The strategy for the City of London is that by 2014 service will be:**

- Outcomes-driven, rather than either staff, provider or procurement led, sourcing practitioner expertise independently;
- Make intelligent, coherent and consistent use of different commissioning methods and provider sectors;
- Build a stronger internal capacity for commissioning public health and community wellbeing outcomes;
- Be sensitive to the diverse needs of the different City communities including its neighbourhoods, homeless and workers;
- Align effectively with the parallel arrangements of NHS and police commissioning through a Health and Wellbeing Board.

# Be Healthy

## Strategic Priority 4 – Healthy Living

The City of London is unique. Alongside its primary business function the City has many other roles including being a home to around 7,000 residents. The key priority for the City of London for 2013 - 2015 is to focus on ensuring poverty does not have a negative impact on children and young people's outcomes.



The Index of Multiple Deprivation is a composite measure that attempts to combine a number of elements that contribute to deprivation. It aims to reflect the overall experience of individuals living in a small geographical area.

### Aspects of deprivation that are included in the measure are:

- Income
- Employment
- Health and disability
- Education
- Skills and training
- Housing
- Crime
- Living environment

In 2010, the City of London was ranked 262 (out of 353) boroughs. However, there is considerable variation between its wards. The rate of child poverty in the Portsoken Ward is 41%, compared to 15% in Cripplegate and 8% in Farringdon Without.

### The strategic objectives within the Health and Wellbeing Strategy for 2012 – 2015 are to:

- Reduced health inequalities and child poverty in Portsoken ward. The City of London will assume responsibility for leading on public health by April 2013.
- Improve the take up of immunisation.
- Improved access to primary healthcare for city workers.
- More residents taking up sport and exercise facilities.
- Supporting and empowering our communities and enabling people to make a positive contribution.

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# Enjoy and Achieve and Achieve Economic Wellbeing

## Strategic Priority 5 - Achievement and Learning

The City of London is committed to creating an environment where the impact of parental disadvantage including poverty is addressed, by ensuring that schools and services can identify and support children who are vulnerable or disadvantaged. Through offering appropriate early support individual planning and targeted interventions, children are supported to achieve improved attainment closing the gap with their peers.

The strategic objective for 2013 to 2015 is to raise the education standard to national levels and beyond for all children – by providing appropriate support to schools, parents and pupils;

### We will do this by:

- Intervening early to identify underperformance to ensure accelerated progress through appropriate tailored support for children and young people.
- Ensuring there is a focus on self-evaluation to ensure swift robust action to improve the performance of schools.
- Promoting excellent leadership at every level of the education system.
- Embedding support for parents and encouraging parental engagement in learning.
- Securing higher numbers of young people seeking to go onto higher education and being successful in doing so.



- Supporting the young people in making the right choices as to whether to pursue an academic or vocational route, such as the Apprenticeship Programme or the Pre-apprenticeship Course.
- Being ambitious and championing the achievements of Looked After Children to ensure that they have the same opportunities as their peers.



# Make a Positive Contribution

## Strategic Priorities 6 and 7 – Partnerships and User Engagement

All children and young people should be given the opportunity to participate in the consultation and decision making process. Whilst participation and consultation should be encouraged, it should be acknowledged that not all children and young people will want to be involved; they should however, be given the opportunity. The aim of the City of London's strategy is to bring a coordinated approach to the participation of children and young people.

### It should bring about:

- A consistent standard of participation and involvement across local agencies.
- A culture change, improving participation levels.
- A culture of sharing best practice and learning from each other's experiences.
- An environment where joined-up working is considered the norm.
- The development of an improvement in the opportunities for children and young people to be actively involved in decision making for and about them.



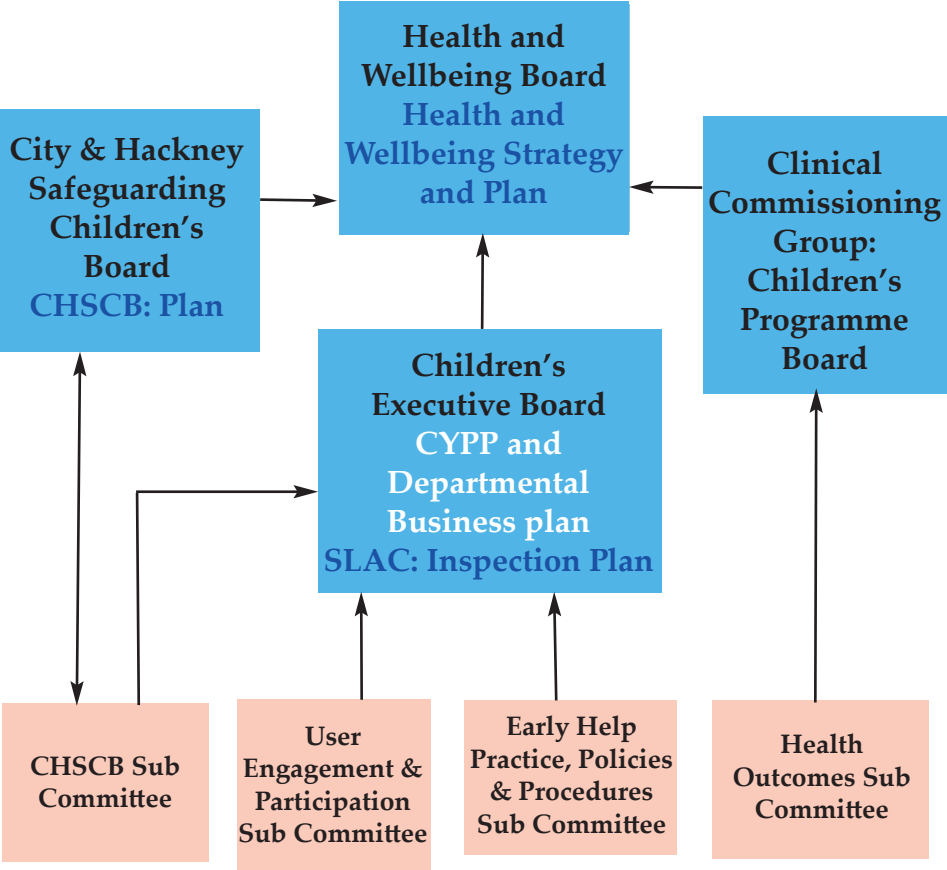
## **The following objectives should support achievement of the aims;**

- To actively promote children and young people's participation and involvement across public, community and voluntary sector organisations in the City of London.
- To ensure the participation is meaningful, valued and not tokenistic.
- To support and develop the knowledge and skills in organisations.
- To support the development of children and young people to give them the skills and capacity to participate.
- To support the development of participative practices in all children and young people's services across the City.
- To support agencies who do not work directly with children to understand how their decisions still affect children and young people.

# Governance

The new governance structure surrounding the Children and Young People's Plan includes the Health and Wellbeing Board and the Health and Wellbeing Strategy.

**Figure 1: Showing the governance surrounding The Children and Young People's Plan**



## Appendix : List of acronymns

<b>CAF</b>	Common Assessment Framework referrals
<b>CHSCB</b>	City and Hackney Safeguarding Children Board (when referenced within the 'links' section of the one year action plan, it refers to the identified priorities of the Board)
<b>CYPP</b>	Children and Young People's Plan
<b>DCCS</b>	Department of Community and Children's Services (when referenced within the 'links' section of the one year action plan, it refers to the 2012/13 Community and Children's Services business plan)
<b>HWB</b>	Health and Wellbeing Board (when referenced within the 'links' section of the one year action plan, it refers to the Health and Wellbeing Strategy)
<b>School Development Plan</b>	The plan of Sir John Cass School
<b>SLAC inspection Plan</b>	City Of London Corporation's response to the Ofsted Safeguarding and Looked After Children Inspection Action Plan

If you would like this information in another language or another format such as Braille, Large Print or Audio Tape etc please contact the Family and Young People's Information Service on 020 7332 1002, or email us at [FYI@cityoflondon.gov.uk](mailto:FYI@cityoflondon.gov.uk)

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