



Safeguarding Sub (Community & Children's Services) Committee

Date: WEDNESDAY, 2 MAY 2018

Time: 11.30 am

Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL COMMITTEE ROOMS - COMMITTEE ROOMS

Members: Randall Anderson (Chairman)
Marianne Fredericks
Deputy Joyce Nash
Dhruv Patel
Ruby Sayed (Deputy Chairman)
Deputy 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 approve the public minutes and non-public summary of the meeting held on 6th February 2018.

For Decision
(Pages 1 - 8)
4. **SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) UPDATE REPORT**
Report of the Director of Community and Children's Services.

For Information
(Pages 9 - 20)
5. **RADICALISATION AND MODERN DAY SLAVERY**
Report of the Director of Community and Children's Services.

For Information
(Pages 21 - 24)
6. **SERVICE IMPROVEMENT PLAN (SIP) AND OFSTED IMPROVEMENT**
Report of the Director of Community and Children's Services.

For Information
(Pages 25 - 38)
7. **QUESTIONS OF MATTERS RELATING TO THE WORK OF THE COMMITTEE**
8. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
The Chairman agreed to the admission of an item of urgent business in respect of a presentation of the results of a Survey on Children and Young People conducted in April 2018.
9. **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 Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

10. **NON-PUBLIC MINUTES**
To approve the non-public minutes of the meeting held on 6 February 2018.

For Decision
(Pages 39 - 42)
11. **AIDHOUR AUDIT REPORT NOVEMBER 2017**
Report of the Director of Community and Children's Services.

For Information

(Pages 43 - 60)

12. **ADULT SAFEGUARDING REPORT: QUARTER 3**
Report of the Director of Community and Children's Services.
For Information
(Pages 61 - 66)
13. **CHILDREN SAFEGUARDING REPORT: QUARTER 3**
Report of the Director of Community and Children's Services.
For Information
(Pages 67 - 82)
14. **LONDON WIDE CHILDREN IN CARE COUNCIL (CICC) UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 83 - 92)
15. **CITY OF LONDON CICC UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 93 - 98)
16. **RADICALISATION AND MODERN-DAY SLAVERY - NON PUBLIC APPENDIX IN RESPECT OF AGENDA ITEM 5**
Report of the Director of Community and Children's Services.
For Information
(Pages 99 - 108)
17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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SAFEGUARDING SUB (COMMUNITY & CHILDREN'S SERVICES) COMMITTEE

Tuesday, 6 February 2018

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

Present

Members:

Randall Anderson (Chairman)	Dhruv Patel
Ruby Sayed (Deputy Chairman)	Deputy Elizabeth Rogula
Deputy Joyce Nash	

Officers:

Chris Pelham	-	Community and Children's Services
Pat Dixon	-	Community and Children's Services
Ria Lane	-	Community and Children's Service
Glory Nyero	-	Community and Children's Services
Elizabeth Malton	-	Community and Children's Services
Julia Hodson	-	Community and Children's Services
Julie Mayer	-	Town Clerk's

1. APOLOGIES

Apologies were received from Marianne Fredericks who was engaged in City of London Corporation Business, on a Governors' Training Session.

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

There were no declarations.

3. MINUTES

The public minutes and non-public summary of the meeting held on 27 September 2017 were approved.

Matters arising

In respect of a query at the last meeting about use of cameras by carers, the Assistant Director advised that this would be reviewed as part of the Carers' Strategy.

4. HANDCUFFING OF JUVENILE STATISTICS

Members received a report of the Commissioner, City of London Police, following concerns raised by Members of both the Police and Safeguarding Sub Committees that the City of London Police might be using excessive force on juveniles when compared to other forces; specifically, the Metropolitan Police and Cambridgeshire.

Members noted that the figures previously presented showed different aspects and therefore should not have been directly compared. Further comparable data has since been acquired, and presented in this report, and Members were satisfied that it demonstrated how the City of London Police were performing in line with these other forces.

In response to questions, Members noted that a senior officer visited vulnerable detainees to check on their welfare and the Stop and Search/Use of Force Working Group met monthly. Both the Metropolitan and Cambridgeshire Police had been informed of the new data and the Chief Inspector advised that it was very difficult to standardise different forces, particularly one as different as Cambridgeshire. Members also noted that taser use fell within Use of Force, under a separate set of statistics, which were reported annually to the Police Committee. The Chief Inspector advised that there had been no incidents of taser use on under 18s in the City of London.

RESOLVED, that - the report be noted.

5. SAFEGUARDING CHILDREN'S BOARD ANNUAL REPORT

Members received a report of the Independent Chairman of The City and Hackney Safeguarding Board which provided a transparent assessment of the effectiveness of safeguarding and the promotion of child welfare across the City of London and the London Borough of Hackney.

What would the Board regard as the strengths of local City safeguarding systems and priorities for next year?

Whilst their research had captured a lot of intelligence, the Board felt that strong leadership; workforce; caseloads and an appetite to learn were the best indicators. The City of London Corporation performed very well across all these areas; particularly their appetite to learn from their work with Hackney. Next year's business plan would seek to prioritise a safer, healthier work place (to include a staff survey); vulnerable adolescents (beyond child sexual exploitation); special educational needs and disability (SEND) and early intervention (with extra scrutiny in this area to prevent concerns escalating).

The Chairman of the Community and Children's Services Committee commended the City and Hackney Safeguarding Board for being the first in the UK to receive an Outstanding Judgement.

In response to further questions:

Following the Wood Review; Members noted that, if a Board was working well, it would be 'business as usual'; whilst continuing to seek streamlining and efficiencies. Members noted that, following the abolition of Local Safeguarding Children's Boards (LSCBs), some restructuring would be likely but key partnerships would continue.

Members noted that a report on case C would be published in the next couple of weeks. As this was likely to encourage stronger community safeguarding, the Board was suitably prepared as it had established a Community Sub Group. Statutory Guidance to Schools was expected in respect of keeping children safe in schools; i.e. the provision of alternative emergency contact numbers.

Members were very concerned about the predicted number of children in poverty (5 million by 2020) and officers explained how austerity in local authorities often affected non-statutory, early intervention initiatives. Members understood that, whilst numbers in the City were low, an influx of 2 or 3 could cause a proportionate increase.

RESOLVED, that - the report be noted.

6. THE CITY AND HACKNEY SAFEGUARDING ADULTS BOARD (CHSAB) ANNUAL REPORT 2016/17

Members received a report of the Director of Community and Children's Services in respect of the Statutory Annual Report of the City and Hackney Safeguarding Adults Board, which was presented by the Independent Chair of the CHSAB and the Interim CHSAB Manager. Members were asked to note the headlines in respect of excellent partnership work on financial abuse and social isolation. There had been 4 Safeguarding Adult Reviews (SARs) in the last year, but none for City residents, and they had cross cutting themes which had provided valuable learning. The Independent Chair was very committed to driving improvements in multi-agency practices and work with the voluntary sector would also expand over the next year.

Recent reports have indicated that there is an increase in elder abuse for people living in supported living; has this been an issue for City residents and, if so, what action has been taken to address it?

There has been a shift in adult social care over the past 10 – 15 years, as more elder persons remained in their own homes. This has been reflected in the location of abuse. Abuse in supported housing settings is not a specific issue for the City of London Corporation, however, recent reports had highlighted data which would be useful in future research.

Are you assured, as the Independent Chair of the CHSAB, that safeguarding adults arrangements are robust in the City? Is there anything that the City could do more or less of to ensure adults are safeguarded.

Members noted that the self-Audit process would be more challenging this year, seeking assurance on reflection, self-scrutiny and learning. The Independent Chair has experience of scrutinising a range of practices, both good and bad, and had always found the City to be particularly robust. Members noted a common issue across London in respect of capability in mental capacity, but the City of London Corporation was an example of best practice.

Some of us attended the Financial Abuse Seminar held here in the City in December. Is this issue going to continue to be a priority for the CHSAB? What are the other priorities for the CHSAB that will support improved safeguarding arrangements in the City.

The Independent Chair congratulated the City Corporation on the success of the seminar and was keen to see the next steps extending beyond professionals and into raising public awareness. The Independent Chair confirmed that she would support this work stream as a City priority. Delivery plan priorities for this year (2017/18) had been agreed to address the biggest issues facing the City and Hackney and were included in the 2016/17 Annual Report.

RESOLVED, that - the report be noted.

7. INDEPENDENT REVIEWING OFFICER (IRO), ANNUAL REPORT FOR 2016 TO 2017

Members received a report of the Director of Community and Children's Services which provided an overview of the Independent Review Service in the City of London Corporation, covered in the IRO Annual Report for 2016-2017. Members welcomed the new, permanent IRO to the City Corporation and recognised the work of the previous IRO, which had been evident from Ofsted Inspections, particularly involving young people in their reviews.

Your report identifies the need for the Reviewing Service and the Department to improve the way that young people should be engaged and involved in their reviews. Can you say what work has been undertaken in this area to drive up standards regarding consultation and engagement.

A new device based application called Mo Mo (Mind of my Own) provides access to 10 different professionals; i.e. Social Worker and Virtual Head Teacher, offering advice on preparing for meetings. Whilst encouraging improvements in English, it is also available in a range of languages. The Children in Care Council were very supportive of this app; supported by face to face contacts. Preparation time before Review Meetings has increased, with young people encouraged to set their own agendas. Meeting times themselves been reduced to 40 minutes and there was a new, less formal template which would be shared with Safeguarding Sub Committee Members.

Given one of the IRO responsibilities is to ensure that the young people have a Care Plan in place, which is on track and meeting the outcomes within it, how does the role interface, not just with social care but also health and education partners, to ensure the outcomes are being met?

There are regular meetings between the Virtual Head Teacher and Health and Education Partners.

What role does the IRO have in supporting transition arrangements for Children in Care when they become Care Leavers?

The IRO considers the post care pathway plan 6 months before the last LAC Review. Post 18-19 year olds are offered a further review, if they feel they would like one, but this is not statutory. Members noted that the IRO is not engaged post 19.

In response to a further question about the immigration status of asylum seekers, Members noted that the entire service was dedicated to this cohort but there were considerable delays in Home Office processing. However, the City Corporation Social Workers had become very experienced in Home Office procedures and were planning to work with other agencies who could assist. The IRO offered to report to a future Sub Committee on this work.

RESOLVED, that – the report be noted.

8. **REPORT ON AN EXPLORATION OF HOW SOCIAL WORKERS ENGAGE NEGLECTFUL PARENTS FROM AFFLUENT BACKGROUNDS IN THE CHILD PROTECTION SYSTEM**

Members received a report of the Director of Community and Children's Services in respect of the findings of research into neglect linked to affluence. The Assistant Director advised that he had recently attended a seminar with 200 practitioners, which clearly showed an appetite to address this issue.

Can you say more about how this research will directly impact on what our social workers will be doing in the future when working with affluent families?

Officers from both the City of London Boys' and Girls' Schools had served on an experts' panel to consider and contribute to the research report. Affluent families were likely to engage Lawyers at an earlier stage and parents/carers were often only willing to engage with managers and not practitioners. At a local level, the learning will feed into CHSCB Training on neglect and the Children Social Care Service will consider the key messages in helping to inform their response to this issue. The Assistant Director had advised the Communications Director about this work as there has been some regional and national interest in the report.

RESOLVED, that- the report be noted.

9. **SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) UPDATE**

Members received a report of the Director of Community and Children's Services which provided an update on work undertaken with children and young people, with special educational needs and disability (SEND), in the City of London. Members noted the dominance of autism and a recent successful event at Artizan Street Library, run by the City's parent/carer group.

It is evident that much progress is being made in supporting children and families with special education needs and disabilities. It is good to note that we have converted all SEN plans to EHC Plans. Are you satisfied that the quality of the EHC plans are good?

All children with SEN in the City have Education and Health Care Plans (EHC), with the exception of 1 very new arrival. In fact, some are now on second year plans, which provides an opportunity to review against year one. A new network has been established for Special Educational Needs coordinators (SENCO) in schools. This group will continue to meet each term and develop a network for developing best practise across schools in the City.

How do you ensure that the voice of the parents AND the children feed into the individual plans and the strategic work?

The young person/child's family are encouraged contribute and set out their aspirations and the plans are central to education and health care provision. All current plans have been assessed as being fit for purpose but there is room for improvement in healthcare support pathways. John Cass School has a network for parents in the process of receiving plans. There are further ambitions to build a network for children, young people and parents, within the limitation of the City's low population; the Artizan Street event being a good example.

Are we satisfied with Health's engagement in the SEND agenda?

Work is ongoing into health pathways which can inconvenience families; i.e. data sharing and simplifying access.

In response to further questions, Members noted that record keeping for short breaks was improving. Parents/carers are keen to have more weekend activities using community spaces and they have some very good ideas. All City Children with SEN plans had been referred to their GPs and officers agreed to advise Members of the exact numbers.

RESOLVED, that – the report be noted.

10. **FINANCIAL ABUSE UPDATE**

Members received a report of the Director of Community and Children's Services which provided an update on work undertaken by the Financial Abuse Task and Finish Group; the second most prevalent cause of safeguarding alerts in the City of London. Members noted that the Group had been running for a year.

The seminar in December on Financial Abuse was attended by professionals and agencies from the City and surrounding areas. Are there plans to do something to raise awareness of this issue directly with residents?

This will be an ongoing project and a communications plan is in place to encourage engagement from residents. There are also plans to run short seminars at the Estates. Trading Standards had been trying to engage with the Banks but, as progress had been slow, Members suggested that this be actioned at a higher level within the City of London Corporation.

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

There were no questions.

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

There were no items.

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.

Item

14-21

Paragraph

1,2 and 3

14. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 27 September 2017 were approved.

15. **CHILDREN IN CARE ANNUAL REPORT 2016-2017**

Members received a report of the Looked After Children's Health Team.

16. **CHILDREN'S SAFEGUARDING REPORT FOR QUARTER TWO 2017/18**

Members received a report of the Director of Community and Children's Services.

17. **REPORT ON CARE QUALITY COMMISSION (CQC) INSPECTION OF CHILDREN LOOKED AFTER AND SAFEGUARDING IN CITY OF LONDON**

Members received a report of the Chief Officer, City and Hackney Clinical Commissioning Group, in respect of Section 48 of the Health and Social Care Act 2008, which permits CQC to review the provision of healthcare and the exercise of functions of NHS England and Clinical Commissioning Groups.

18. **ANNUAL REPORT VIRTUAL SCHOOL HEADTEACHER ACADEMIC YEAR 2016/17**

Members received a report of the Director of Community and Children's Services

19. **ADULT SAFEGUARDING PERFORMANCE REPORT**

Members received a report of the Director of Community and Children's Services.

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

There were no questions

21. **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.

The meeting closed at 3.30pm

Chairman

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Agenda Item 4

Committees	Dated:
Safeguarding Sub Committee Community and Children's Service	02/05/2018 11/05/2018
Subject: Special Educational Needs and Disability (SEND) Update Report	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Theresa Shortland, Head of Service – Education and Early Years	

Summary

This report provides an update to the Safeguarding Sub Committee on the first year of the three-year SEND Strategy 2017–20 and the work with children and young people with special educational needs and disability (SEND) in the City of London.

This report also provides an update on the outcomes of the Area SEND Inspection of the City of London 12–16 March 2018.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The duties on local areas regarding provision for children and young people with SEND are contained in the Children and Families Act 2014. The Ofsted/Care Quality Commission (CQC) Inspection Framework sets out the legal basis and the principles of inspection. The Minister of State for Children and Families has tasked Ofsted and the CQC with inspecting local areas on their effectiveness in fulfilling these duties.

The Local Area Inspection for children and young people with SEND

2. Her Majesty's Chief Inspector of Education, Children's Services and Skills (HMCI) gave notification on 5 March 2018 to the City of London local area that they were going to be inspected under section 20 of the Children Act 2004 from 12 to 16 March 2018.

3. The inspection provided an independent, external evaluation of how well the City of London local area carries out its statutory duties in relation to children and young people with SEND to support their development.
 - a. Ofsted will publish the inspection findings in letter form, setting out briefly the context of the inspection, the evidence gathered, any strengths and weaknesses and areas recommended for improvement. The letter will constitute an inspection report under Regulation 3 of The Children Act 2004 (Joint Area Reviews) Regulations 2015. The outcome of the inspection should be available in early May 2018.

First year of the SEND Strategy 2017–20

4. The initial self-evaluation assessment was completed in October 2017 based on the formal external evaluation that took place in July/August 2017 and discussions with parent carers and colleagues from social care and health. In February 2018, the Education and Early Years team began the process of reviewing the first year of the three-year SEND Strategy 2017–20. The self-assessment was reviewed and updated to reflect progress during the first year. (See Appendix 1: *The City of London Corporation Local Area SEF Summary: The SEND Reforms in the City of London*)
 - a. Since the Strategy was written in February 2017, a new governance structure for SEND has been put in place, including the SEND Programme Board which is proving a significant driver for improvement – not least because we have a parent co-chairing the board with the Assistant Director, Children’s & Community Directorate.
 - b. The rapid pace of development over the past year means that the plan for year two of the SEND strategy needs to reflect the current position and the ambition of the City of London Corporation. We want to revise the strategy in coproduction with our health colleagues and, most importantly, with our parent carers, children and young people. The priorities for the next year will be incorporated into the workstream plans for 2018/19.
 - c. The priorities for the next year are outlined in the Self Evaluation and will be embedded in the workstream plans for 2018/19.

Conclusion

5. The first year of the SEND Strategy 2017–20 has delivered positive outcomes for children and young people with SEND in the City of London. The Area SEND Inspection provided an independent, external evaluation of how well the City of London local area carries out its statutory duties in relation to children and young people with SEND to support their development.
6. Leaders have a strong and purposeful commitment and a detailed understanding of the strengths and weaknesses of service provision . Leadership roles and responsibilities are clearly defined, and governance is

effective. Leaders and professionals are ambitious and have a detailed understanding of children and young people and their families.

Appendices

Appendix 1:

The City of London Corporation Local Area SEF Summary: The SEND Reforms in the City of London.

Theresa Shortland

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The City of London Corporation Local

Reforms in the City of London

Area SEF Summary: The SEND

Our Local Area vision for children and young people with Special Educational Needs and Disabilities (SEND) is that the City of London (the City) is a place where children and young people with special educational needs, disabilities, mental health conditions or other long-term medical conditions can thrive and experience a smooth progression into adulthood. We want our children and young people to be confident that they are highly valued, equal to all of their peers, and have high expectations for their futures.

Our SEND strategy includes six priorities that represent a cycle of support. These priorities are:

1. Identifying needs early
2. Effectively meeting needs
3. Protecting children from harm and supporting independence
4. Coproduction and participation
5. Creating smooth transitions between stages and services
6. Improving outcomes and creating area-wide impact

Areas where we are making the most progress

We have a clear strategic direction that is well understood

The City Corporation has a strong and clear vision for what needs to change and is driving that forward at pace. Leaders have consistently shown a high level of commitment and a sense of urgency towards improving services and outcomes for children and young people with SEN and/or disabilities. Elected members are well informed and offer a good level of challenge. There are clear policies in place that include a high level of ambition for City children and young people. There is good understanding of strengths across the local area and plans are underway further to develop service impact and reach. Key managers from education, health and social care coproduce strategies and work

in partnership on strategic decision-making groups. Sound governance structures underpin the SEND strategy, and action plan workstreams are beginning to have impact on provision and participation. The City is a small authority with relatively few children and young people; however, a wide range of services are commissioned so that pathways and support systems are in place for most eventualities.

A priority is to continue to drive a high level of ambition for excellent outcomes for children and young people with SEND and their families within all Corporation and partners' systems and structures. (StrAP - Priority 3)

Sound governance structures have been developed and successfully implemented

The overall governance is clear with the Grand Committee, chaired by a Lead Member, having the overarching strategic overview. The accountability structure under the Grand Committee ensures senior leadership oversight via the Children's Executive Board which has achievement, Early Help and SEND as standing agenda items. Members are also kept up to date regularly through the Safeguarding Sub Committee and annually via the Health and Social Care Scrutiny Committee. The SEND Programme Board (chaired by the Assistant Director with responsibility for children and adult services, co-chaired by a representative from the CCG, and with a parent carer as vice-chair) is an effective forum that brings together all agencies and interested groups. In addition, the Health and Well-being Board maintains an oversight of children and young people with SEND as a significant vulnerable group as identified through the JSNA. This structure means that there is a high level of accountability throughout the local area with outcomes for children and young people with SEND a major priority.

Priorities are:

- ***to increase the level of challenge in the SEND Programme Board about outcomes and impact for children and young people with SEN/D rather than focusing on processes and actions.***
- ***to increase the participation of children, young people and families in co-production at a strategic level so that their voices are integral and impact on the specification, quality and delivery of services. (StrAP -Priority 1)***

Identification and assessment for children and young people is good because of effective multi-agency working.

The City Corporation proactively collects information from early years providers and the Sir John Cass Foundation primary school on the number of children who receive SEN Support. Information on pupils with SEND is also sought from independent schools, secondary schools and colleges in other boroughs where City-resident children and young people are educated. Good communication between City and Hackney CCG, Tower Hamlets CCG and the Education and Early Years' Service means that any needs identified through the Health Visitor progress checks are followed up and children are carefully monitored as they move through early years into school and so provision is made available in a timely manner. Early Help Services regularly bring together professionals from all agencies to develop effective strategies to support families, children and young people.

A priority is to improve communication with Tower Hamlets health visitors so that the consistency and impact of 2-year progress checks for families with a Tower Hamlets GP can be monitored and the information from the checks used more effectively to identify children's additional needs. (SAP – Priority 2)

Progress and attainment for children and young people with SEND in the City are better than national

The majority of children and young people with SEND resident in the City of London are educated in good or outstanding early years settings and schools, supported by the highly personalised SEN provision they receive. There is only one maintained school located within the City, Sir John Cass Foundation Primary School, and no secondary or special schools. Educational test results for children receiving SEN Support attending Sir John Cass and those with EHCPs, are better than national. Attainment gaps between pupils at SEN Support and those without are narrow. Results for 2017 show that in Key Stage 2, achievement at the expected standard in all subjects is 27% above the national average. At Key Stage 1 the results are above national average. Children and young people with SEND and their families have access to a wide range of social and cultural activities within the City and in neighbouring boroughs and this contributes to good outcomes.

The needs of children and young people who are in public care are well understood and the Virtual Headteacher is able to access support services (e.g. educational psychology) as soon as necessary and any identification of SEND or 'under attainment' triggers additional tuition support.

A priority is to develop closer relationships, including data sharing protocols, with the early years settings, schools and colleges outside the City and in the independent sector where children and young people with SEND who are resident in the City are educated so that we can evaluate outcomes for these pupils and more closely match services to their needs and aspirations. (SAP – Priority 2)

Statutory timescales are met and all statements have been transferred to Education, Health and Care Plans

Timescales are being met with regard to transfer of statements to EHCPs and in the production of new EHCPs. All transfers are complete. Due to the small numbers involved, children and families receive a highly personalised approach and senior officers know the children and young people well. Care is taken to ensure appropriate regard is paid to the wishes and aspirations of children, young people and their parent carers. There has been strong engagement with parent carers to transfer statements to EHC Plans and to develop each plan. This personalised approach extends into transition arrangements and young people eligible for adult social care are well known and well planned for. Recommendations from a recent independent review of EHC plans (November 2017) are being implemented as each plan is reviewed, with outcomes being more linked to children's aspirations, made 'smarter' and the overall quality improved.

A priority is to identify or develop a tool with which to evaluate/measure outcomes from EHC plans to link to and inform joint commissioning of services and the monitoring of contracts. (SAP – Priority 2)

Joint Commissioning arrangements have set firm foundations for achieving good outcomes.

The Commissioning Team is embedded in the work of Children's Services with a strong focus on outcomes for children and young people

with SEND. Pathways and access to services are well understood so that children and young people do not have to wait long for provision to be put in place. The City has excellent relationships and partnerships with City and Hackney CCG to underpin joint working and commissioning. A core specification has been developed ensuring that all services commissioned/ recommissioned are able to demonstrate inclusive practice. Pathways have been agreed so that City of London resident children at Sir John Cass primary are referred to City and Hackney health services, even where the family is registered with a Tower Hamlets GP. This ensures equity and consistency of service for all children and their families. There are a number of examples in the local area of effective integrated commissioning, such as those outlined in the Children, Young People and Maternity workstream and the well-developed plans for aligning budgets across the local area are a sound foundation on which to build effective joint commissioning for SEND.

Priorities are:

To move from 'integrated' to 'joint' commissioning for SEND, building on the existing plans for aligned budgets with health.

To ensure commissioning arrangements reflect and meet the needs of City of London children and young people with SEND and, to ensure clear pathways for City of London children and young people with SEND who are registered with Tower Hamlets GPs. (StrAP - Priority 2)

Social Care provides high quality support and encourages families to be self-sustaining and access resources within the community.

Teams across education, health and social care know their children and young people and their families well. Joint working takes place when children and young people with SEND are also known to Social Care. If any child or young person with an EHCP is eligible for a short break, this is linked to the appropriate outcome in their plan. Adult Social Care and Health work closely with Children's Social Care and family from the age of 14 to support seamless transitions into adult services. An Early Help Toolkit has been developed that includes a 'distance travelled' tool to capture the impact of interventions. All recently commissioned youth and play services support children and young people with SEND to access their community.

A priority is to increase education, health and Early Help joint working through the multi-agency referral process in order to create more effective pathways and services for children and young people with SEND. (SAP – Priority 1)

The City of London SEND Local Offer is becoming established as the one place for up to date information about provision and how to access it.

The SEND Local Offer is a key tool for supporting and communicating information so that parents can find the information they need to access services and understand processes. "Communitas" was commissioned to engage parents to develop the local offer further and, based on this consultation, a more accessible and user-friendly version was launched at the end of October 2017.

Priorities for the local offer are:

- ***to promote the redesigned local offer to key target audiences through a range of communication channels. (StrAP – Priority 3)***

- ***to develop more direct information about online safety, and add information about housing options and independent living in the secondary and young adults pages.***

The Local Area system for Early Years and childcare is working effectively for families

The local authority Education and Early Years Team has built strong relationships with early years settings and provides effective support and challenge to improve provision and outcomes for children with SEND. Practitioners and settings are clear about the identification process and the graduated approach of assess, plan, do and review. Public Health services are performing well e.g. for vulnerable families, health visitors make two visits additional to the mandatory five and 100% of mothers are still breastfeeding at six weeks because of this good support. The Family and Young People Information (FYI) Service and Local Offer set out clearly what support is available from different targeted and specialist services for early years and how support can be accessed. Advice, guidance and training for early years providers is established, ensuring that children with SEND are supported by inclusive practice in early years and childcare settings. Children's centre activity is delivered across a number of sites but is not yet effectively coordinated so as to meet strategic priorities and will be subject to a full review in 2018.

A priority is to develop a systematic, comprehensive Children's Centre offer. (SAP – Priority 1)

Areas where we are making less progress

The engagement of parent carers of children on SEN Support and the engagement and participation of young people

Feedback from parent carers of children and young people with EHC Plans shows a high level of satisfaction and engagement. Engagement with parents and carers has recently been strengthened through parents being represented, including as vice-chair, on the SEND Programme Board. We have commissioned Contact and the National Network of Parent Carer Forums (NNPCF) to support parents to set up a more formal Parent Carer Forum which more effectively represents their views, including those parents with children receiving SEN Support but who do not have an EHC plan. The City of London forum is now established and members are working with the local area to improve services and outcomes for all children and young people with SEND. The engagement and participation of young people is at an early stage of development, but is seen as a vital and urgent initiative if strategic and service developments are to be effective. An officer has been commissioned to lead on coproduction and advice and support has been sought from KIDS as part of the Making Participation Work project.

A priority is to improve the engagement and participation of young people with SEND. (SAP – Priority 1)

The consistent use of data to evaluate and drive outcomes

A SEND dataset has been developed that monitors changes in cohorts of children and young people with SEND. The dataset is updated before and discussed at each SEND Programme Board. However, there is limited use made of the information in the JSNA and that comes from the Health and Well-being Board. This is because previous JSNA data was reported across Hackney and the City, making specific City data difficult to disaggregate. However, the most recent JSNA includes greater detail about SEND in the City and so provides a sound basis on which to base judgements and service developments. Work to use the Local Offer or the outcomes and provision in EHC plans to identify gaps in services and to inform SEND commissioning is at an early stage. While teams across education, health and social care are far more aware of the need to evaluate their interventions, impact on outcomes is not routinely measured making effectiveness and value for money difficult to determine.

A priority is to develop an effective system to evaluate outcomes that will inform our commissioning and strategic planning, oversight and scrutiny. (StrAP – Priority 1)

Personal Budgets linked to Education, Health and Care plans

City and Hackney CCG has offered personal health budgets to all children with continuing care packages for several years – but there have been no City children in this cohort, however the offer is there as and when needed. However, the development of personal budgets for EHC provision is at an early stage. Discussions are underway across the local area to agree protocols, including integrated and pooled budgets, to underpin a successful personal budgets programme. Currently, no families have taken up the option of a personal budget to cover elements of the provision in their children's EHC plans, other than direct payments for short breaks. A personal health budget is available for children and young people with EHC plans but no mechanisms are yet in place as none have been requested.

Priorities are to improve coordination of personal budgets across agencies, and to develop the market of services from the public, charity and commercial sectors to offer parents greater choice and control over delivery of provision in EHC plans.

Short breaks

Due to its small resident population, the City of London does not currently commission its own specialist Short Breaks providers but has arrangements with both Hackney and Tower Hamlets that enable access to a range of service provision. The SEND local offer includes a number of activities within the City and in neighbouring boroughs but not all are accessible for children and young people with more complex needs nor is the overall leisure offer directly informed by children and young people with SEND and their families. Parents have asked for more short breaks and accessible leisure provision to be developed with the City itself, which would offer children and young people and their families greater social opportunities within their community.

A priority is to work with families, City organisations and/or charities to develop new short breaks and social and learning opportunities for children and young people with SEND, particularly young people in the 14-25 age group. (SAP – Priority 4)

Preparing children and young people for adulthood from the earliest years

Pathways and opportunities to prepare children and young people for adulthood have yet to be fully developed. Young People's views are sought on their experiences and their involvement in identifying their own needs, but these are not currently collated and analysed. Consideration is being given as to how young people with complex needs can access social activities in their community and with growing independence. This will include support during holiday periods for children and young people to practice independence skills in the community to support long term inclusion and to embed skills being taught in schools and colleges. There is some supported housing provision available for young people with learning disabilities who are resident in the City, which offers them the opportunity to live independently. However, information about this provision is not available in the Local Offer and so young people and their families may not be aware of the provision or eligibility criteria.

A priority is to put broad scope plans into place for Post 16 and Post 19 progressions and exit pathways so that when children and young people are transitioning into adulthood their access to training, employment and independent living is facilitated. (SAP – Priority 5)

Pathways to employment for adults with learning difficulties

Work is underway to facilitate smooth transitions to adulthood, with cases being discussed at the transition forum and effective planning for Post 16 and Post 19 for individual children and young people through the EHCP process. However, few adults with learning difficulties resident in the City of London are currently in employment and the City is working with local businesses to identify possible routes to employment, including supported internships. To date, outcomes-focused assessments and the use of desired outcomes has not been part of planning/service development and so low aspirations may be limiting the degree of independence and employment opportunities for young people moving through the system. The Local Offer is being developed to include more information about preparing for adulthood and employment and to signpost pathways to employment and skills for independence.

A priority is to develop links with available resources to support employment and training and to ensure action pathways are in place to work towards increased employability and raised employment levels. (SAP – Priority 6)

StrAP - SEND Strategic Action Plan

SAP - SEND Service Action Plan

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Committee:	Dated:
Safeguarding Sub Committee	02/05/2018
Subject: Radicalisation and Modern-Day Slavery	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Pat Dixon, Safeguarding and Quality Assurance Service Manager	

Summary

The report on radicalisation and modern-day slavery reviewed how the City of London was meeting its duty in identifying potential risks in these areas, and how these risks were being mitigated. The focus of the report was on unaccompanied asylum-seeking children (UASCs) who were either children looked after (CLA) or care leavers (CL). In November 2017, audits were carried out on Independent Fostering Agencies (IFA) where the children and young people were placed. The focus of these audits was on the training that foster carers received on dealing with radicalisation. The audits were reviewed in conjunction with the risk assessments completed on UASC young people.

The audits identified that all the IFAs were offering core training on dealing with radicalisation as a requirement for foster carers. There was also evidence that there was a direct correlation between the quality of the IFA and the potential risks of radicalisation and modern-day slavery. An area of strength is the level of expertise that the social workers have regarding young people who are UASC and the issues affecting this cohort of young people. An area for development is the template being used to assess the potential risks. This is currently under review and a new template will be developed which offers guidance on the potential vulnerabilities and behaviours of young people and how to effectively respond to them.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. Parsons Green bomb trial: teenager 'trained to kill by Isis'.

An Iraqi teenager who planted a bomb on a crowded London tube train previously said he had been trained to kill by Isis, an Old Bailey jury has heard.

Ahmed Hassan is said to have made the admission while claiming asylum in 2016 after arriving in the UK aged 16 on board a lorry via the Channel tunnel, the court in London was told.

Alison Morgan, prosecuting, said Hassan told an immigration official he had been compelled to undergo training with about 1,000 other young people and he had feared members of his family would be killed if he attempted to resist (Cobain, 2018).

2. The above case shows the potential risks around radicalisation in relation to UASC young people. The majority of City of London's CLA population and CL population are UASC, and therefore it is important that the potential risks are known and reduced. The report on radicalisation and modern-day slavery identifies the potential risk factors and demonstrates how the Children and Families team assesses and mitigates these potential risks.

Current Position

3. The City does not provide fostering services and therefore commissions its foster placements and semi-independent living accommodation for CLA and CLs through the Pan London Consortium. This arrangement gives some assurance of the quality and cost of the IFA and semi-independent provision. As part of the quality assurance of these placements used by the City of London, the Safeguarding and Quality Assurance Service Manager completes audits on how the IFAs are meeting the National Minimal Standards in fostering. These audits are undertaken bi-annually.
4. Audits carried out on these commissioned services in November 2017 focused on the foster carer's understanding of radicalisation and the training they received through their agencies. These audits were reviewed in conjunction with the risk assessments completed by the Children and Families team on UASC who are either CLA or CL, establishing how the City of London meets its responsibilities in assessing the potential risks of radicalisation and modern-day slavery to young people.
5. The report showed that there was a direct correlation between the quality of the IFA and the quality of the foster placement. One young person who was identified as being subject to modern-day slavery was placed with an IFA that was judged as being inadequate in their recent Ofsted Inspection. The young person has now been moved from the placement and the IFA involved is no longer being used by the City of London.
6. The audits completed on the remaining IFAs showed that foster carers received training on dealing with radicalisation as part of their core training. Foster carers also linked into the Local Safeguarding Children Board. This supported their knowledge about safeguarding issues in their area, and was a further training resource.

7. Social workers in the Children and Families Team have developed a level of expertise around young people who are UASC. They know the young people through being involved in residential activities and from the support they offer as allocated social workers. Young people are also encouraged to participate in activities that support their connection to the City of London through the Children in Care Council and residential activities.
8. An area for development is the template used for completing risk assessments. The current form is basic and relies on the expertise of the individual completing the assessment. This leads to inconsistency in the quality of the risk assessment. A new template will be designed that will identify the potential vulnerabilities and behaviours, with a section on how these vulnerabilities and behaviours have been mitigated.

Conclusion

9. The report identified that the IFAs being used by the City of London ensure that their foster carers receive core training on dealing with radicalisation. Where there were concerns about an IFA, there appeared to be an increased risk of the young person being isolated and vulnerable. A factor that mitigates the potential risk of radicalisation and modern-day slavery is the relationship between the young person and their social worker. Social workers have developed a level of expertise around young people who are UASC and the potential risk. In the past, a referral was made to the Prevent Programme when there were concerns around a young person. The team work closely with the designated officer from the City of London Police and act on any potential risks immediately.
10. An area for development is the current risk assessments being used on the electronic recording system, Mosaic. The current risk assessment relies on the social worker's knowledge about the vulnerabilities and behaviours that would be associated with radicalisation and modern-day slavery. This has led to a variance in the quality of the risk assessment being completed. It is also not clear how often these risk assessments should be updated. A clear protocol is needed. This is currently being addressed through the Service Improvement Plan.

Appendices

- Appendix 1 – Radicalisation and Modern-Day Slavery: How the City of London meets its Duty for Children Looked After and Care Leavers

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Committees:	Dated:
Safeguarding Sub Committee	02/05/2018
Subject: Service Improvement Plan and Ofsted Improvement	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Jo Henderson, Interim Service Manager, Children's Social Care and Early Help	

Summary

The Service Improvement Plan (SIP) was fully refreshed for April 2017 – March 2018. This update covers the period December 2017 to February 2018.

Recommendation

Members are asked to:

- Note the report

Main Report

Background

1. The actions are 'RAG' rated, with red meaning 'fully stuck', amber meaning 'more work needed or resolvable issue in sight', and green meaning 'in progress, no barriers to continuing'.
2. The anticipated challenges with service improvement presented to the last board were around change management with staffing in the Children's Social Care and Early Help Service and increased caseloads due to an unusually high number of unaccompanied asylum-seeking children (UASCs) presenting within the City of London within a short time period. The last period has been managed well with the team now fully staffed following the recent return of a full-time senior social worker after a period of maternity leave.

Current Position

3. Three of the four action points that were flagging as amber and 'in need of particular attention' at the last board are now 'in process with no obvious barriers to continuing': Priority 2 – action point 2.11, Priority 4 – action point 4.9 and Ofsted recommendation 3.2.

4. It is positive that 10 actions previously rated as 'in process' are now complete: Priority 1 – action point 1.5, Priority 2 – action point 2.12; Priority 4 – action points 4.11 and 4.12, Ofsted recommendation 2 – action points 2.4, 2.12, A5.1, and A7, Ofsted recommendation 3 – action point 4.5 and Ofsted recommendation 4 – action point 7.1.
5. Following the last Service Improvement Board meeting on 6 March 2018, it was agreed that all recommendations and learning from recent audits and Serious Case Reviews would be added to the SIP as appropriate. The Children's Services Manager and QA Service Manager will take this forward.
6. The SIP also contains the full Ofsted Action Plan. The plan is a live tool that seeks to build continuous improvement into the work of the service. If evidence emerges through quality assurance / audit, performance information or service user feedback that there needs to be new targeted work on aspects of the plan that may have previously been identified as Blue or Green, these areas will be re-prioritised accordingly to ensure that improvement is continuously monitored and that the SIP is not frozen but is a dynamic tool to drive up standards on a sustainable basis. This approach helps to inform our ongoing process of self-evaluation.
7. There are six main recommendations in the Ofsted Action Plan, with the majority of actions for each completed. The external audit in November 2017 identified that work needs to be undertaken to ensure that all plans are consistently SMART (specific, measurable, achievable, realistic, time specific) , child focused and measurable. As such, it was agreed that Ofsted action point 1.4 should be changed from 'completed' to 'in process' to enable the impact of training and targeted improvement work regarding plans to be evidenced. Alongside this , the associated Practice Standards require revision and as such Ofsted action point 2.3, has also changed to 'in process'.
8. Positively there is just one action point now classed as amber:
 - Common Assessment Framework completion by partner agencies remains low.

The Early Help Coordinator reports that there have been consistent challenges encouraging and enabling senior health and education managers to complete CAFs. A task and finish group, therefore, has been established to look at alternative ways to facilitate this process. At the same time, referrals are increasing from partners, as is engagement in contributing to CAF assessments. This is primarily because the new Early Help worker encourages involvement as an essential part of the process. CAF audits are about to begin which should provide evidence of this increased involvement and of the difference it makes.

Conclusion

9. The Service Improvement Plan for 2017/18 has informed and guided significant progress across all service areas in the last year and is now in the process of being signed off. A full review and refresh is currently taking place to remove all the completed actions (blue) and consider all those remaining in progress (green). If necessary, these will be added to the new plan for 2018/19. In addition new action points will be added, taking into account learning and recommendations from external audits, thematic audits, case reviews, research and the Children and Families Survey. As such, the SIP will continue to be a key driver in helping the service to measure its key performance and development areas.

Appendices

- Appendix 1 – Service Improvement Plan

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Name:	Children & Families Service Improvement Plan
Duration:	April 2017 to March 2018
Relevant Strategies	Corporate Parenting Strategy/Children & Young People's Plan
Previous version(s) of action plan /relevant plans:	new refreshed version for April 2017 to March 2018
Board responsible for monitoring action plan:	Service Improvement Board/Executive Group/DLT
Owner:	Service Manager Children's Social Care and Early Help
Implementation Date:	April 2017 to March 2018
Review Date:	Dec-17
Frequency of monitoring/reporting	Quarterly
Aims:	The aim of this plan is to improve services for children, young people and their families.

source of action

Priority 1: Safeguarding & Early Help - Close the gap in outcomes for children, young people and families in vulnerable groups.

Notes:

Specific aim: Gain a clear understanding of the needs of the community.	Ref:	Action:	Start:	End date	Measure/outcome:	Lead officer:	DLT lead:	Comments:	RAG status:
Early help to be aware of housing need for families in advance of eviction. [early identification of need of families]	1.1	Housing to alert Early Help of families at risk of eviction when difficulty is identified.	April 2017	October 2017	Quarterly reports by housing to evidence number of families at risk of eviction and number of referrals.	RG	CP	Housing now refer any families at risk of eviction to Children's Services.	Completed
The Early Help service to receive CAFs from partner agencies on a consistent basis. [early identification of need by the partnership]	1.2	Partners to complete CAFs without prompt from social care and further training to be offered to agencies.	April 2017	July 2018	There will be an increase in CAFs being completed by partners on a consistent basis and this is evidenced through the EH sub-group and case file audits. The Early Help data set has been developed to demonstrate the take up of the service and evaluate impact.	JF/RG	CP	Update Feb 18: No partner CAFs have been completed 17-18, this is being monitored by the Early Help sub-group with no current expectation for change. Senior managers across Health and Education re-iterate that CAF completion is not a priority, although active participation by partners in CAF and TAC is well evidenced across the Early Help caseload. CHSCB is convening a task and finish group to consider forward plan for shared assessment and outcomes framework, to report back to EH sub group in April 18.	Amber
Evidence value and impact of early help services. To establish we are identifying and meeting need.	1.3	Develop post-case closure progress tracking tool to evidence impact of early help support.	Apr-17	Jul-17	Able to demonstrate the longer term impact of Early Help support and services on offer across the partnership.	JF/RG	CP	Distance travelled tool in use internally. We will review case progress in the autumn after the tool has been used for six months. Update Feb-18 - data now emerging from completed distance travelled reviews and is reported back to EH sub group. DTT also to be scrutinised as part of the ACH review of Early Help Offer.	Completed
To establish we are identifying and meeting need.	1.4	Extend annual QA consultation to include children and young people receiving early help support.	Apr-17	Jul-18	Service user views and experiences of early help are captured formally in line with other service user groups and learning from the consultation used to further shape and develop the service.	JF/RG	CP	Update Feb 18: No consultation completed for 16-17 but 17-18 consultation currently underway, including Early Help.	Green
Families can identify their own need, and can access early help directly.	1.5	Publish accessible information on Early Help online.	Jul-17	Dec-17	Self referrals increase. Understanding of early help offer increases amongst residents. Number of CAFs increase.	JF/RG	CP	Feb 2018: General information published on the new local offer October 2017. Note: families would like further detail and comms will be added to the 18-20 Early Help Action Plan as an ongoing priority.	Completed
	1.5.1	Early help partnership to run a stall at the start of the new school year at St John Cass.	Sep-17	Sep-17	Stall happens. Families aware of the variety of support available across the partnership.	JF/RG	CP	Early Help worker was present at the Local Offer launch and MAPF agencies also encouraged to attend. Some MAPF partners also present at the Christmas fair.	Completed
Service users who have excellent knowledge of need, to have opportunity to shape services.	1.6	Review how and when the voice of the child and family is recorded in early help. Review how that information is used to develop services.	Apr-17	Jul-17	Audits will evidence the views of the child in case work. Action plans will be shaped by service user input. Paper to come to Early Help sub-group in May to look at service user involvement.	JF/RG	CP	Service user involvement presented to EH sub-group.	Completed
To have a good understanding of need and risk in different areas of the City, by looking at need in the areas where children and young people go to school outside of the City.	1.7	To obtain gang and CSE profiles from Tower Hamlets, Islington and Hackney.	Apr-17	Jun-17	Profiles shared and discussed at the vulnerable adolescents (MASE) forum, to increase awareness of need. To attach to our vulnerability profile.	RG	CP	We now have a tower hamlets' draft gang profile which has been shared.	Completed
To identify and respond to safeguarding risks relating to children and young people with SEND	1.8	create a specialist SEND safeguarding action plan	Apr-17	Jun-17	Partners and parents will review progress on the SEND action plan.	RG	CP	complete	Completed

Work with Strategic Communications Manager in developing ways to engage with the community.	1.9	Establish what work is currently being done with the community and where the gaps are - and develop a communications plan in response.	Apr-17	Jul-18	There is regular feedback from the community about what they see as being the priority in relation to children's services. Develop innovative ways of engaging the community.	RG/RM	CP	Feb 18: Review paper presented to EH sub-group in Jan-18 and now linking with Community Engagement sub-group to take forward recommendations for twice yearly 'City families' forum with thematic focus.	Green
Early Help QA auditing framework to be reviewed	1.10	Review and implement revised auditing template	Apr-17	Oct-17	Audits will be completed within the agreed timescales and reports produced for the EH sub-group.	PD	CP	Early help sub group has agreed the auditing framework. No external audits to complete (due to no CAFs) but 6 monthly audits to be completed from Jan 18.	Completed
Families and practitioners to be able to access short breaks and understand how decisions are made and their entitlements.	1.11	Update short breaks strategy. Create one page sheet to explain funding options	Apr-17	Jun-17	Strategy and information sheet to be uploaded to Tri-X and to new early years database, so families can access this. Parents to give feedback on usefulness.	JF/RG	CP	Short breaks strategy updated April 17. Update Feb 18 - guidance and direct payments process under review for April 18 in consultation with SEND parents forum. See separate short breaks actions.	Completed
To ensure partners are able to participate when an early help case is stepped up to CIN, whilst the C&F assessment is completed. Note: there is a short gap between TAC meetings ending and CIN meetings starting, following this assessment.	1.12	Create a one page update sheet to gain partner views..	Apr-17	Jun-17	Every stepped up case to have professional input. Audits to evidence.	IA/RG	CP	Complete. Needs appending to the practice standard.	Completed
Effective application of threshold at front door.	1.13	Set-up Virtual MASH.	Apr-17	Jun-17	Effective application of thresholds and information sharing arrangements inform timely assessment process.	RG	CP	Revised information sharing agreement is with partners. Virtual MASH launched. Still awaiting confirmation of ISA from YOS and probation.	Completed
	1.14	Link in with MASH services across London.	Apr-17	Jul-18	To contribute to Pan London MASH forum. To learn and develop best practice. To observe MASH strategic meetings.	RG	CP	Feb 2018: JoH to visit neighbouring Virtual MASH teams and observe MASH strategic meetings.	Green
	1.15	Review Virtual MASH arrangements.	Apr-17	Jul-18	Review how effective application of thresholds and information sharing arrangements are.	RG	CP	Feb 2018: In process	Green

Priority 2: Close the gap in outcomes for children, young people & families based on their localities.

Specific aim:	Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer:	DLT lead:	Comments:	RAG status:
Early help and social workers to Think Family, and be able to identify need across the family and link in to community resources.	2.1	Supervision to reflect Think Family approach, and remind SWs of community support. Invitation for community development officers to visit team quarterly.	Apr-17	Oct-17	Increase in referrals to adults social care. Increase in signposting to community development officers.	IA	CP	We have made more referrals to adults services. The challenge is that the level of need doesn't often meet Adult Services Thresholds. This means that Children's Services are continuing to need to fund support for parents to meet the needs of children where the risk/need is high, or that parents are not receiving the support they need due to, for example, long mental health support waiting lists.	Completed
To be confident in addressing neglect through affluence.	2.2	Research to look at the social work response to neglect through affluence. Including reviewing CoL sample cases.	Apr-17	Jul-17	Research will be published.	RG	CP	Feb 2018: Research is now published. Launch event jointly hosted with Goldsmiths University January 2018. Research to go to International Academic Conference and Assist Directors Conference.	Completed
	2.2.1	Neglect strategy to be updated following research.	Aug-17	Jul-18	Strategy will be updated, added to CHSCB website and CoL Tri-X	RG	CP	Feb 2018: Following attendance at KTP event SW team to develop practice response to research. Training/workshop to be developed and consideration to be given to delivering to other Local Authorities. Currently awaiting feedback from Jan launch re practitioner need.	Green

	2.3	Comprehensive signposting and confident ending of cases where families choose to discontinue with CIN/EH plans, and choose not to allow information sharing with other professionals, and threshold not reached for child protection. Workers to be confident in having difficult conversations with families.	Apr-17	Oct-17	Audits to show that families have been given clear information about needs of their child, support available, and information on the impact of neglect. Audits to show challenge and support.	PD	CP	Feb 2018: Update from PD?	Green
	2.4	Learning review of case 'A', involving serious neglect in affluent family (case closed)	Jun-17	Oct-17	Team meeting minutes to reflect an extended review of case A and learning points.	IA	CP	Feb 2018: Further information needed with regards Learning Review of child A for informed response to this action.	Green
To be confident in addressing neglect and poverty.	2.5	To discuss and share the work of the Neglect strategy and action plan task and finish group with the social work team (once received)	Apr-17	Jul-18	Team meeting minutes to reflect review and discussion of the report.	RG	CP	Feb 2018: To be considered as part of our response to research into neglect in affluent families.	Green
To build confidence and knowledge of the service in addressing neglect overall.	2.6	Staff to attend the CHSCB conference on neglect.	Jun-17	Jun-17	Attendance data shows full attendance by early help and social workers.	RG	CP	Full attendance by staff.	Completed
To work with integrated commissioning to ensure children that miss appointments are either offered a further appointment, or a referral in to early help is made, rather than closing cases.	2.7	To review the contracts for integrated commissioning with neglect and early help in mind.	Apr-17	Jul-18	Contracts to show that cases are not allowed to be closed after one DNA.	RG	CP	Feb 2018: In progress. Further information required.	Green
To improve outcomes for children living with domestic abuse in the home.	2.8	To implement the DA strategy for children: - to build resilience for children through additional leisure activities, specialist therapeutic support, having a safe adult to talk to, having their parent access positive activities away from the home.	Apr-17	Jul-18	DA strategy presented to Children's Team. Supervision notes to show wider thinking in respect of resilience and intervention. To be considered at audit in November.	RG	CP	Feb 2018: In progress. Further information required.	Green
	2.9	To run training on working with perpetrators across the partnership, to reduce risk.	Apr-17	Jun-17	Attendance data shows good attendance by our service and partners.	JH/RG	CP	100% attendance at training, including internal and external partners. Feedback excellent. We would like to run this again.	Completed
A wide range of assessment and intervention options be available for workers to support children and families.	2.10	Managers from the Children and Families Team, Safeguarding and Quality Assurance Service and the Director of Community and Children's Services to explore the best methodologies for the City of London.	Apr-17	Jun-17	Staff development day to be held to look at systemic practice, signs of safety, strengthening practice tools.	RG	CP	Feb 2018: Staff development days have taken place. Preferred option is implementing Systemic practice whilst still maintaining ethos of relationship based practice. Workforce development currently scoping and currently exploring how a model of development could be delivered in the City.	Green
Child and family assessments are completed in good time so that needs are met in a timely way.	2.11	Compliance action to be taken where needed. Staff to immediately update their outlook calendar with due dates in, and update Team Manager's diary. Team manager to expect assessments at least two days in advance to allow for changes.	Apr-17	Jul-18	No C&F assessments will be out of date.	SA	CP	Feb 2018: Lack of data due to Mosaic transformation. Other sources of information indicate that there have been no assessments out of timescale in the quarter. SW's and TM aware of need to consistently meet statutory timescales and that any delay must be an exception with clear explanation as to why.	Green
Consistency of service to be delivered to children and families.	2.12	Practice standards to be reviewed every six months to ensure all staff are aware of expectations.	Apr-17	June 2017 then December 2017	Team minutes to reflect that practice standards have been shared with early help and social workers. Quarterly data to evidence compliance.	RG	CP	Feb 2018: Practice Standards are regularly reviewed by SWs at team meetings. Issues from practice and audits are raised and discussed and where appropriate standards revised in order to support best practice.	Completed

Priority 3: Improve physical and emotional health and wellbeing from conception to birth and throughout life

Specific aim:	Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer:	DLT lead:	Comments:	RAG status:
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That all children in our care and care leavers who are subject to immigration control have care plans that consider short term and long term health and education in both this country and their country of origin.	3.1	The VSH will introduce short and long term goals and take immigration control into consideration in PEPs. Notice will be taken of the national transfer scheme, as well as young people who arrive just before their 18th birthday, and are 'qualifying' young people. [to help emotional wellbeing by planning for all eventualities]	Apr-17	Oct-17	All PEPs will have contribution from VSH on short/long term plans. All PEPs where a young person is subject to immigration control, will directly look at potential impact.	JH	CP	All children now have short and long term goals in their pathway plans, and this is considered in every PEP.	Green
Supervision to be given within the guidelines set out in the practice standards reflecting the decision making and the process that has led to the decision.	3.1.1	All LAC medical referrals to detail the young person's immigration status and the impact on their emotional wellbeing.	Apr-17	Oct-17	Quarterly reports by Whittington Health will reflect quality of referral.	RG	CP	Feb 2018: In progress. Further information required.	Green
To encourage use of City of London sports and leisure facilities to children supported in Early Help, CIN and CP	3.2	Social workers and early help workers to signpost children and families to local resources. To take children and families where needed.	Apr-17	Oct-17	Supervision notes to reflect progress with activities that improve physical and emotional health. [where linked to child need]	IA	CP	Feb 2018: Team Manager and SWs are aware of the importance of promoting use of C of L facilities. Review of supervision notes to confirm that this is consistently considered and promoted.	Green
To include care leavers in peer mentoring, to reduce isolation and build resilience.	3.3	Bid to be placed with Esme Fairburn Trust, for funding to facilitate peer mentoring joined with Partnership for Young London and Lambeth and Croydon.	Apr-17	Oct-17	If bid is accepted, create a peer mentoring plan and advertise for the post.	RG	CP	Feb 2018: Update requested from MP as to whether bid accepted	Green
Risk assessments on file will be specific and relevant.	3.4	Improve standalone risk assessment template & link to other subject specific risk assessments	Apr-17	Apr-17	Risk assessment on Fwi.	IA	CP	Feb 2018: Checks via Compliance Officer not possible at this time due to data retrieval problem. Consideration to be given to whether standalone risk assessment needs review.	Green
Supervision to be given within the guidelines set out in the practice standards reflecting the decision making and the process that has led to the decision.	3.5	All case files to show a record of supervision. Records to be updated within 5 working days.	Apr-17	Nov-17	There will be clear evidence on each file of the decisions and rational for those decisions.	RG	CP	Feb 2018: External audit concludes 'some good evidence of holistic supervision' but recommends that a template is used tht drawson signs of safety and encourages reflective practice is consistently used.	Green
SDQ to be better linked in PEPs - so that emotional health and wellbeing can be explored with school and planning.	3.6	SDQs are gathered in April each year, but can be done throughout where necessary. SDQ to be brought to each PEP.	Apr-17	Oct-17	PEPs show that SDQs have been considered, and used as a tool to discuss emotional wellbeing in school.	JH	CP	Feb 2018: SDQs are due for renewal in April 2018 - will be linked to PEPs and Health reviews.	Blue
Early identifcaiton of emotional/mental health needs.	3.7	Enhanced CAMHS service to continue	Apr-17	Oct-17	LAC review minutes will reflect that the offer has taken place.	RG	CP	Feb 2018: All young people continue to be offered CAMHS assessment - 2 have taken up the offer.	Green
All looked after children and care leavers have access to sexual and relational health services and a clear understanding of law on consent.	3.8	Social workers and foster carers to be trained to deliver this. CICC to have sessions on sexual health. City media target in June for six weeks on consent - using the 'cup of tea' video.	Jun-17	Jul-17	Each young person's case file will have a case note to evidence the promotion of the social media push and links to local sexual health services.	IA	CP	Feb 2018: CICC have run sessions on sexual health and consent. I have asked the LAC medical nurse to look at sexual health fully on every age appropriate medical.	Green
Building confidence and self esteem.	3.9	All children to be offered a mentor.	Apr-17	Mar-18	Evidence in CLA review reports and pathway plans	IA	CP	Feb 2018: all young people have or have been offered a mentor. This remains on the action plan as a reminder to keep this going.	Green
All children will have up to date medical information on their files.	3.10	CLA medical reports will be received within 2 weeks of the appointment	Apr-17	Mar-18	Whittington health to provide a review of this timescale and implementation every quarter.	RG	CP	Feb 2018: All medicals are now on file, but timeliness remains an issue as a recent review was late. This will be monitored and if necessary raised with health.	Green
Looked after children receive robust high quality care	3.11	Team manager will consider all CLA review recommendations, and review in supervision	Apr-17	Mar-17	Fwi report to be run on episode for manager agreement/disagreement with IRO recommendations	IA	CP	?? Shaista - This needs to be a manually run report, as there is not a standalone episode for the decisions. In the meantime, social workers to print off all review recommendations and bring to supervision for consideration.	Green
Care leavers to have at least one trusted friend or adult they can talk to (Annual Consultation)	3.12	Social workers to link young people with refugee groups and care leavers groups, to help with making sustained relationships	Apr-17	Mar-17	Every pathway plan to consider friendships and risk of loneliness.	IA	CP	?? - Shaista -This has improved and pathway plans now make good use of refugee groups and voluntary organisations.	Green

Priority 4:Ensure that children and young people are well prepared to achieve in adulthood, through high quality learning and development.

Specific aim:	Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer:	DLT lead:	Comments:	RAG status:
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Staying Put to be encouraged to young people can go into higher education and remain in a supportive household.	4.1	Staying Put to be formally discussed with the young person during the reviewing process and also subsequently as part of the Pathway Planning process.	Apr-17	Mar-18	Young people are staying put in foster placements if they wish post 18 and case recording indicates that it has been considered for all young people.	IA	CP	Feb 2018: Staying Put Policy was written in September 2017. 2 young people who are now 18 remain in long term foster placements with 'Staying Put' arrangements in place.	Green
Our additional mental health assessment offer to lead to shorter waiting time for intervention	4.2	CAMHS enhanced assessments to be accepted by services local to our CLA foster placements.	Apr-17	Mar-18	Children do not have to have a second CAMHS assessment.	IA	CP	Feb 2018: Although YP have had CAMHS assessments - none have required further ongoing treatment so this continues to remain untested.	Green
	4.2.1	CAMHS will report to CSMT & SIB on service delivery output and outcomes.	Apr-17	Oct-17	There is good intelligence on the work that is being offered and delivered to our children/young people.	MP	NH	Feb 2018: Meeting booked with CAMHS commissioning manager this week cancelled. To be rearranged asap to discuss proposal that CAMHS services are spot purchased as specification submitted.	Green
Social Workers will offer all children and young an advocate and are reminded regularly that this is available.	4.3	Social workers to offer children the advocacy service and make them aware of how they can access it at any point and record on case file.	Apr. 2017	Mar-18	Children/young people will be supported by an advocate. There will be evidence of this through the reviewing process and the work of the Safeguarding & QA team. Commissioning will also report on this quarterly.	IA	CP	Feb 2018: Advocates used successfully by young people in care to make representations on their behalf in relation to placements and transfers.	Green
All children looked after and care leavers will be informed of their entitlements i.e. given care leaver packages, through CiCC and the impact of the pledge report	4.4	Our offer to LAC and care leavers will be published on line and available to circulate in hard copy.	Apr-17	Oct-17	Young people will have accessed the website and social workers will have shown this to them.	RG	CP	Feb 2018: In progress. Further information required.	Green
	4.5	Consistency of foster carer allowances and provision.	Apr-17	Oct-17	A set of expectations to be drawn up, to be used in commissioning placements.	RG/MP	CP	Feb 2018: Placements Officer post recently approved. Core function of this role to ensure consistency and clarity across all placements	Green
Placements are maintained and not disrupted.	4.6	Effective placement identification. Effective use of placement disruption meetings. Review of placement provision.	Apr-17	Jun-18	A placements report to have been written and presented to SMT by MP.	RG	CP	complete	Completed
Bursary's to be offered to young people wanting to stay in full-time education, when eligible by immigration status.	4.7	Ensure that those young people who wish to stay in education are aware of this offer.	Apr-17	Mar-18	There will be an increase in the number of young people accessing higher education.	PD/IA	CP	complete and ongoing	Completed
When a young person is placed in independent/semi-independent accommodation they are visited within 1 week, then every one week for four weeks and every four weeks (six by agreement of Team Manager) thereafter to support them.	4.8	update of practice standards	Apr. 2017	Jun-17	Young people will feel supported when making the transition to independence.	IA	CP	Feb 2018: SW team are currently in the process of reviewing and updating practice standards ensuring they are in line with best interests of children/young people.	Green
Children to be aware of their plan and the most recent assessment/pathway plan completed.	4.9	Social workers will explain their assessments and pathway plans to them and ensure they have an opportunity to contribute. Plans to be written in easy read English	Apr-17	Oct-17	All young people have an understanding of the most recent assessments of them and what the agreed tasks are. One social worker to look at sample pathway plans and lead on Easy Read English.	IA	CP	Feb 2018: External audit identified that although some are outstanding, quality and completion/updating of pathway plans is inconsistent. Since then a concerted effort has been made by TM and individual SWs to ensure that all Pathway Plans are updated and of a high quality. All Pathway Plans are now complete and up to date.	Green
If a young person has lost touch with their social worker but then gets in contact then they will be offered support.	4.1	Social workers have clear guidance around supporting young people post care.	Apr-17	Mar-18	This will be evidenced through the auditing process.	PD/IA	CP	Feb. 2018: Staff continue to support young people consistently and to a high standard. External audit stated 'there is evidence of commitment to good social work practice based on developing positive and meaningful relationships with children and young people'.	Green
Young people will have access to leaving care grants to support them in becoming independent.	4.11	Young people are offered a £3000 grant to help them establish independency. This to be recorded on the case file.	Apr-17	Mar-18	This will be evidenced through the auditing process.	IA/PD	CP	Feb 2018: All young people leaving care are supported by their allocated SW with a budget of up to £3000 in order to assist them to live independently.	Completed
Pathway Plans must clearly consider immigration rules and potential deportation, including short term and longer term plans, and parallel plans in case of return.	4.12	Social workers and VSH and IRO to offer clear advice around most useful ETE, health, mental health if returned to their country. Social workers to support emotional health by offering support and not avoiding this subject.	Apr-17	Mar-18	Pathway Plans and Care Plans to record independent living options if returned to country of origin and to record support available if immigration difficulties arise.	IA	CP	February 2018: Every pathway plan now looks at impact of immigration. This action can now be classified as complete due to stability of staff group.	Completed
Care Leavers and older children looked after are empowered to be self determining about their medical needs.	4.13	Social workers ensure that support i.e. advocacy is available and can support the young person in expressing their views.	Apr-17	Mar-18	Young people feel confident to express their wishes/feelings around medical interventions.	IA	CP	Feb 2018: Advocacy services are offered in every case. We had one child who struggled with medical decisions and needed an advocate in the last year, hence this action being on the plan.	Green
Ensure that all Care Leavers files hold their birth certificate, passport, NI No, ID Card and Home Office number	4.14	Social Workers to ensure they obtain these documents on behalf of the young person.	Apr-17	June 2017 then December 2017	six monthly reviews of FW to evidence all details (NI number/HO number/UPN/NHS number and ID docs uploaded)	IA	CP	Feb 2018: SWs are aware of this requirement and TM has been tasked with reviewing all files of children in care and care leavers.	Green

Improve quality of care at home for LAC.	4.15	Safeguarding & QA to carry out a six monthly review on all IFAs where a child/young person is placed.	Apr. 2017	Dec-17	Report to CSMT on provider standards.	PD	CP		Green
Permanency planning.	4.16	Practice in relation to matching should be robust and take into consideration the child/young persons strengths, needs, identity and any other significant requirements.	Apr. 2017	Mar-18	There will be a reduction in placement breakdowns/changes and much more detailed work will take place to include the involvement of the advocacy service when matching.	IA	CP	Feb 2018: Currently SWs make individual placements but recently approval has been given for a specific placements officer to be employed. This should improve process and procedures with regards matching. One young person has had multiple placements in the last year. A full review has been undertaken by IRO with 12 social care and specific recommendations which should also inform and improve future service delivery.	Green

Priority 5: improvements following from the July 2016 OFSTED

The experiences and progress of children who need help and protection									
Recommendations:	Ref:	Action:	Start:	End date	Measure/outcome:	Lead officer:	DLT lead:	Comments:	RAG status:
Ofsted recommendation 1: Further improve the quality and consistency of written plans for children, including early help plans, child in need plans, personal education plans and pathway plans. These should be clear and simple, fully integrate the views of children and young people and clearly state what is to be achieved by when.	1.1	Review and revise layout of Early Help plans in partnership with Multi-Agency Practitioner Forum (MAPF)	Jan-17	Jul-18	1) Written plans for children are consistently SMART 2)Children and young people’s views are incorporated 3) Annual quality assurance audits of all cases confirm that actions on written plans have timescales, are achievable and reflect the voice of the child 4) Partner agencies are able to contribute to plans where appropriate	RG	CP	FEB 2018 - This has been taken to EH subgroup to scope potential for consolidating a different planning frameworkto be led by CHSCB.	Green
	1.2	Consult families/CYP and partners on the CAF	Jan-17	Feb-17		RG/JF	CP	Partners and young people (via youth provider) on the old CAF, and will be consulted on the new draft CAF.	Completed
	1.3	Review and revise layout of Child Protection plans	Jan-17	Feb-17		RG	CP	All templates updated with SMART plans. Including CP/CIN/PEP. These are in use. A review will take place to see if quality plans are SMARTer as a result of better form design.	Completed
	1.4	Review all planning and review templates to ensure that they are all SMART, child focused and measurable.	Mar-18	Jul-18		RG	CP	Feb 2018: Although this action was complete, following last SIB decision made to reclassify to Green. Ongoing recent external audit identified that there is 'some' evidence of SMART planning but plans would be improved by ensuring that outcomes are consistently child focused and measurable to ensure better monitoring and evidence of progress. Further training to be provided by reviewing service and internal auditor to reinforce principles of SMART planning	Green
	1.5	Virtual Head to ensure the language in the Personal Education Plan (PEP) is simple, SMART and that children and young people's views are incorporated in every PEP	Jan-17	Feb-17		JH	CP	All templates updated with SMART plans. Including CP/CIN/PEP. These are in use. A review will take place to see if quality plans are SMARTer as a result of better form design.	Completed
	1.6	Service Manager to develop an example Pathway Plan with simple targets. Staff to use group supervision to look at SMART targets and simple writing for Pathway Plan	Jan-17	Feb-17		RG	CP	Pathway plans have been updated with SMART plans.	Completed
	1.7	Sign-off the relevant plan templates through Children and Families Team, CSMT and SIB	Feb-17	Feb-17		RG	CP	Templates are in use, and will be reviewed at the next SIB.	Completed
	1.8	Initiate pilot of new plan templates in	Mar-17	Mar-17		RG	CP	done	Completed
	1.9	Begin evaluation of new plan templat	Sep-17	Sep-17		RG	CP	Feb 2018: Full case file audit (NOV 2017) also focused on SMART planning (see 1.4) Further audit to follow in July 2018 following refresher training.	Green
The experiences and progress of children who need help and protection									
Recommendations:	Ref:	Action:	Start:	End date	Measure/outcome:	Lead officer:	DLT lead:	Comments:	RAG status:
	2.1	All open cases to children social care where the family disengages will activate the triple-lock mechanism to support decision-making regarding closure or continuation of case	Jan-17	Jan-17		RG/PD	CP	Feb 2018 - Have been continuing to apply Triple Lock oversight. March 2018 Action raised at Mosaic Development Group for Case Alerts to be automatically triggered on Mosaic for management oversight.	Completed

Ofsted recommendation 2: When families disengage from services and the threshold is not met to escalate the case further, ensure that any on-going work is purposeful and that case records clearly evidence managers' rationale for ceasing or continuing support	2.2	If case continues, review and revise the plan with clear timescales with a further review at no later than 3 months to determine case status	Jan-17	Jul-18	1) Chronologies are updated every 3 months and maintain a clear record of significant incidents, themes and patterns in children's lives. 2) Families that disengage are signposted to other services/provided information for accessing other services	RG	CP	Feb 2018: Permanent IRO now in post. Process in place for additional review and oversight of CIN cases by IRO and QA if necessary. Possibility of extending this to regular review being scoped.	Green
	2.3	Review Practice Standards and revise accordingly to reflect: 1) requirement for chronologies to be updated every 3 months 2) triple lock mechanism	Jan-17	w		RG	CP	Feb 2018: Practice Standards are being reviewed by SWs and reviewing service and will be revised to reflect findings from audit accordingly.	Green
	2.4	Thematic audit on closed cases	Sep-17	Sep-17		PD	CP	Feb 2018: Thematic audit undertaken. Action completed	Completed
	2.5	Update report on compliance to go to	Mar-17	Mar-17		PD	CP	Complete	Completed
All Children in Need cases, regardless of engagement or disengagement, to have up-to-date chronologies on file		Ensure that an up-to-date chronology is on file and has been reviewed by the Team Manager as part of the sign off process (RG to lead)	Sep-16	Mar-17	1) No drift on cases 2) Chronologies are updated every 3 months and this is reflected in the Practice Standards	RG	CP	This is now consistently established and supported by the compliance data officer having this within their remit.	Completed
		November audits to review evidence that the plan is updated to reflect continuation of work and plan meets requirements as set out above in A1 (PD to lead)	Sep-16	Mar-17	1) Measure compliance through audits and supervision	PD	CP	complete.	Completed
Research on neglect linked to affluence draws on practitioner experience and identifies strategies and practice methods to address non-engagement from these families.	3.1	Present findings of Goldsmith research to the SIB and CEB	Sep-17	Jan-18	1) Clearer planning and risk evaluation with clear outcomes 2) Multi-agency approach to identify risk/decision-making and who is best placed to work with the families 3) Co-produced research between City of London and Goldsmiths University is completed and published in 2017	CP	CP	Research is now published and KTP launch event held jointly with Goldsmiths University end Jan 2018. Research is also being taken to international academic conference and national Assistant Directors conference.	Completed
	3.2	Develop and implement single-agency training and support for social workers and managers alongside CHSCB training offer to address non-engagement from families where neglect linked to affluence is evident	Sep-17	Jul-18		IA	CP	KTP launch attended by full CSC. Development group will be meeting shortly to scope practice response to research. It is hoped that this will then be offered to other Local Authorities. Currently awaiting practitioner feedback informing areas of focus from launch event. CHSCB to build findings of research into training offered to multi-agency network.	Green
	3.3	Complete an CHSCB-led multi-agency audit on neglect cases	Jun-17	Jun-17				Multi Agency audits completed	Completed
	3.4	Include a session on neglect linked to affluence at the next Multi-Agency Partnership Event in 2017 to support practitioners in working with these families	Jun-17	Jun-2017		CP	CP	complete.	Completed
Increase the number of families taking up Early Help services, building on existing partnership working at a strategic and operational level	A5.1	Develop online information that is user friendly for families.	Sep-16	Dec 17	Information about EH service is now available on line as part of the Local Offer.	RG/JF	CP	Feb 2018: EH offer updated as part of our Local offer - launched end 2017	Completed
	A5.2	Develop outreach strategies/methods to increase uptake such as strengthening links with local community services/religious institutions	Sep-16	Jun-2017	Increased number of families taking up EH services	RG/JF	CP	JF colocated within the community with key partners and MAPF membership growing.	Completed
	A5.3	Continue to strengthen links with EH practitioners and outreach staff	Sep-16	Jun-2017	SEF/CAF evaluation from partners	RG/JF	CP	MAPF continues. Co location continues. Annual report went to Early Help Sub Group	Completed
	A5.4	Specific targets for commissioned services re. referrals/completing EH plans and performance management (City Gateway and Youth Offending Services (YOS)	Sep-16	01/07/2018	1) Invite commissioning to join EH sub-group 2) Bring commissioned services into conversation with partners re. future plans/development at an earlier stage	RG/JF	CP	Feb 2018: New provider for Youth Service recently commissioned and YOS contract remains with previously commissioned provider. Work underway to ensure compliance with C of L processes.	Green

(Paragraph 8)	A5.5	Early Help roadshow to key partners currently not referring or completing CAFs	Sep-16	Jun-2017	Increased number of families taking up EH services	RG/JF	CP	Colocation has supported Early Help offer across the partnership. Will continue once EH support worker in place.	Completed
Agree a suitable Early help assessment tool for partner agencies to measure family improvements so that they can be aggregated and reported on (Paragraph 9)	A6.1	Consider the possible assessment tools available, and decide on one as a partnership, with oversight of the Early Help Sub-Group.	Sep-16	Jun-2017	1) An agreed assessment tool is in place and shared with partners 2) Reporting on family improvements captured in Frameworki 3) Share tool with commissioning to feed into performance monitoring	RG/JF	CP	Distance travelled tool was developed by the MAPF, with input from multiple partner agencies. Available to partners as now published within the Early Help toolkit.	Completed
	A6.2		Sep-16	Jun-2017	4) Recorded in chronology Measure no of MARFs and no of CAFs 5) Attendance at TAC meetings	RG/JF	CP	Update Feb-18 Distance travelled tool is not used consistently across partnerhsip but agencies now required to evidence impact of their service via partner update to EH sub-group. Also now being added to EH data set.	Completed
	A6.3		Sep-16	Jun-2017		RG/JF	CP	JF to complete early help annual review.	Completed
	A6.4	Include children accessing Early Help services in Annual Consultation to identify areas for improvement	Sep-16	Jun-2017	Children accessing Early Help services are included in Annual Consultation	RG/JF	CP	complete	Completed
Ensure that children's diverse needs resulting from disability, ethnicity and religion are well considered in all cases (Paragraph 16)	A7	Children's diverse needs are consistently well considered	Sep-16	01/02/2018	1) Audits confirm that children's diversity needs are well considered in all cases 2) FWi sub-group to develop a section on the file to reflect children and families' self-reported identities	RG	CP	Feb 2018: SEND strategy implemented - all EHC plans have SC element considered as standard part of process and planning.	Completed
Ensure that case records are up-to-date and comprehensive, including case chronologies being kept up to date on children's files to maintain a clear record of significant incidents, themes and patterns in children's lives.	A8	Case chronologies are kept up-to-date every 3 months in line with Practice Standards	Sep-16	Jun-2017	Audits confirm that case records are up-to-date and comprehensive, including chronologies	RG	CP	Now embedded in practice.	Completed

The experiences and progress of children looked after and achieving permanence									
Recommendations:	Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer:	DLT lead:	Comments:	RAG status:
Ofsted recommendation 3: Ensure that permanency planning records include a record of decisions about legal permanence for children, along with the rationale for these decisions	4.1	Legal representation on the Panel will confirm appropriate legal position and rationale for each case discussed	Jan-17	Jan-17	1) All case discussions from panel to be attached to child's file 2) QA process will evidence that the records are in place	RG	CP	Permanency panel minutes include legal views and rationale on care plan. Audits evidenced this.	Completed
	4.2	Minutes of Permanency Planning Tracking Meetings to clearly and consistently record decisions relating to legal permanence and make explicit why a decision was made and why certain orders were not pursued	Jan-17	Jan-17	1) All case discussions from panel to be attached to child's file 2) QA process will evidence that the records are in place	RG	CP	All minutes are uploaded.	Completed
	4.3	Social worker to inform young people of the Permanency Tracking Meeting process. This will ensure that social workers and managers have access to these decisions in future so that children can fully understand why these judgements are made .	Sep-16	Nov-16	1) CYP able to articulate understanding of why decision is made re. permanence 2) Visit records and supervision confirm that discussions are taking place.	RG	CP	Young people's views are recorded in all permanency reports. The next permanency celebration will take place over the summer.	Completed

	4.4	Independent Reviewing Officer to check young person's understanding of their legal status at LAC reviews	Nov-16	Mar-17	CYP able to articulate understanding of why decision is made re. permanence	RL	CP	complete	Completed
	4.5	Draft child/language friendly version of process which will be led by practitioners and IRO	Nov-16	Feb-18	CYP able to articulate understanding of why decision is made re. permanence	RL	CP	Feb 2018: Draft of plan for a child in care review has been created in consultation with young people, and circulated to managers and social workers for consultation by permanent IRO. Feedback has been positive so awaiting sign off by CSMT.	Completed
	4.6	A presentation to the CiCC to explain the permanency planning process and to receive further feedback from LAC on what they would need	Nov-16	Mar-17	CYP able to articulate understanding of why decision is made re. permanence	RL/RdP	CP	complete	Completed

Leadership , Management and Governance									
Recommendations:	Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer:	DLT lead:	Comments:	RAG status:
5. Explore provision of a range of placement options available for children looked after (Executive Summary - pg. 16)	5.1	Commissioning service to complete review of sufficiency strategy options	Sep-16	Feb-17	1) Reduction in placement breakdown or placement moves 2) Potential alternative model(s) to facilitate increased range of placement options subject to research completion	RG/MP	CP	complete	Completed
	5.2	Review at CSMT, SIB and Safeguarding Sub-Committee in early 2017	Feb-17	Mar-17		RG/MP	CP	Placement options and sufficiency strategy have gone to SIB, CSMT and Safeguarding sub committee.	Completed

Leadership , Management and Governance									
Recommendations:	Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer:	DLT lead:	Comments:	RAG status:
Ensure all initial health assessments are done promptly (Paragraph 39)	6.1	Build internal operational oversight process to track pathway of referral	Jan-17	Mar-17	1) Practitioners make referrals for health assessments on time 2) No statutory health assessments fall out of timescales 3) Children in care have their health needs met and appropriately monitored	RG	CP	weekly data run monitors LAC review progress. Note: this is not working consistently every week due to workload of administrator.	Completed
	6.2	Review interpreting service responsibilities and clarify in practice standards	Jan-17	Mar-17		RG	CP	Whittington are now providing most of the interpreters and meeting the cost of translation. This is not 100% due to the way their service arrangement with translation is arranged. To mitigate against the risk of LAC medicals being late due to translation, the Children's Social Care service fills the gap and books interpreters where needed. This means all children have timely LAC medicals with the right interpreter.	Completed
	6.3	Monitor arrangements regarding health assessments and the implementation of the City and Hackney CCG's LAC CQC inspection improvement plan through LAC/CL Service Improvement Group	Jan-17	Mar-17		RG	CP	RG monitors the contract with Hackney quarterly - there have been improvements since January. All medicals are on time with interpreters used. Further to the CQC inspection, the CCG is looking at bringing back the LAC nurse in house.	Completed
	6.4	Update reporting on performance presented to CEB, SIB and Safeguarding Sub-Committee	Jun-17	Jun-17		RG	CP	complete	Completed
Ensure all initial health assessments are done promptly (Paragraph 39)		Review Whittington provision	Sep-16	Jun-2017		RG	CP	Reviewed the provision with Hackney. Undertook a health audit day. Service to be recommissioned at the end of the contract.	Completed
Ensure all initial health assessments are done promptly (Paragraph 39)		Review roles, responsibilities and communication between CoL commissioning/service managers/providers	Sep-16	Jun-2017		RG	CP	Whittington health structure clearer now, and new manager in post.	Completed

The experience and progress of Care Leavers									
Recommendations:	Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer:	DLT lead:	Comments:	RAG status:
Ofsted recommendation 4: Expedite the provision of health histories for all care leavers	7.1	Social workers and health staff to be briefed via team meeting and LAC/CL Service Improvement Group on use of Health Passports and how they need to be used as a tool as part of on-going casework	Jan-17	Jan-18	1) All Care Leavers are able to clearly articulate how it is used to assist their healthcare	RG	CP	Feb 2018: Use of health passports has been reviewed by Service Manager and health. In consultation with SWs explanatory notes, translated into relevant language, for young people have been produced. Health have attended team meeting to discuss with SWs and encourage commitment to encouraging and enabling young people to use and value. QA report to be undertaken by Anna Jones CLA Designated Nurse.	Completed
	7.2	Thematic audit on impact of provision of health histories for care leavers	Sep-17	Jul-18		RG	CP	Feb 2018: Audit of 'health passports' to be undertaken by health to measure use and impact.	Green

	7.3	Annual Consultation to include a question to determine impact of health histories for care leavers	Sep-17	Jul-18		RG	CP	Feb 2018: Annual report has been undertaken but audit to follow use of health passports follow review and refresh.	Green
Ensure that Pathway Plans are shared with care leavers (Paragraph 55)		Build requirement into Practice Standards. Management sign off of Pathway Plan to be undertaken on the basis that the plan has been shared with young person. Audits to monitor compliance and quality as per QA strategy.	Sep-16	Dec-16	All young people are able to evidence that they have a Pathway Plan that they have signed off. Audit to evidence compliance in this area.	RG	CP	No pathway plan can be signed off unless a young person has seen and contributed to it.	Completed

Leadership , Management and Governance									
Recommendations:	Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer:	DLT lead:	Comments:	RAG status:
Ofsted recommendation 5: Increase opportunities for direct contact between children looked after, care leavers and councillors, and between these children and the chief executive, in order to establish even more meaningful personal relationships	8.1	Add this recommendation to a future Children in Care Council (CiCC) agenda so that children and young people can contribute to identifying opportunities to meet the Town Clerk and Members	Jan-17	Mar-17	1)Children and young people are regularly consulted on opportunities for direct contact with councillors and the chief executive 2) Annual Consultation demonstrates that children looked after and care leavers have had opportunities to meet senior leaders in the local authority	RdP	CP	An annual visiting schedule has been created for members and the town clerk.	Completed
	8.2	Invite the Town Clerk and Members to attend at the CiCC	Sep-17	Sep-17		RdP	CP	Invitation given and accepted.	Completed
	8.3	Explore potential opportunities for children and young people to shadow the Town Clerk and Members	Sep-17	Sep-17		RdP	CP	timetable of meetings for members and director scheduled for 2017/2018	Completed

Leadership , Management and Governance									
Recommendations:	Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer:	DLT lead:	Comments:	RAG status:
Ofsted recommendation 6: Strengthen the inclusion of the perspective of children, families and partners in case auditing, in order to improve services	9.1	Safeguarding and Quality Assurance to contact all families whose cases are subject to QA activity and seek their input into case audit process	Nov-16	Mar-17	1) 100% of children and families subject to audit activity are contacted during case auditing 2) 50% of audits demonstrate triangulation with user feedback 3) QA audits report explicitly reference that families are seen or contacted and their feedback is recorded as part of process	PD	CP	all families contacted	Completed
	9.2	Evidence this feedback as part of the audit findings and feedback into the Service Improvement Plan	Nov-16	Mar-17		PD	CP	complete	Completed
	9.3	Update the QA strategy to reflect this	Nov-16	Mar-17		PD	CP	QA audit framework updated.	Completed

Children and Young People supported by The City of London

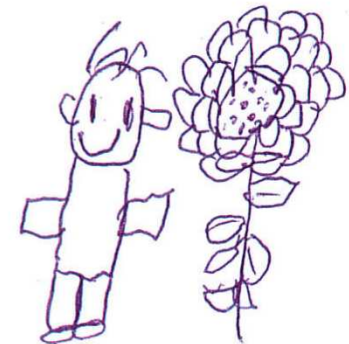
Annual Survey - April 2018

Vera Beining, Children's Services Manager

HOW

ACTION FOR CHILDREN

WORKS



Key Points

- ☐ Introduction - overview
- ☐ CiN and CP plan
- ☐ LAC
- ☐ Care Leavers
- ☐ Early Help
- ☐ Recommendations

HOW

ACTION FOR CHILDREN

WORKS



Introduction – Survey Overview

4 Questionnaires (+ EH and short pictorial questionnaire aged 5-9)

Feb/March: mail out, survey monkey, tel. interviews

1. tel: 59% 2. postal: 38% 3. Survey Monkey: 3%

RESPONSE RATE: 37 (63) 58.7% (2016: 68%; 2015: 48.6%)

HOW

ACTION FOR CHILDREN

WORKS



Introduction

Survey population total: 63

Respondents: 37 = 58.7%

CL: 9 (17) – 52.9%

LAC: 11 (15) – 73.3%

CiN: 11 (18) – 61%

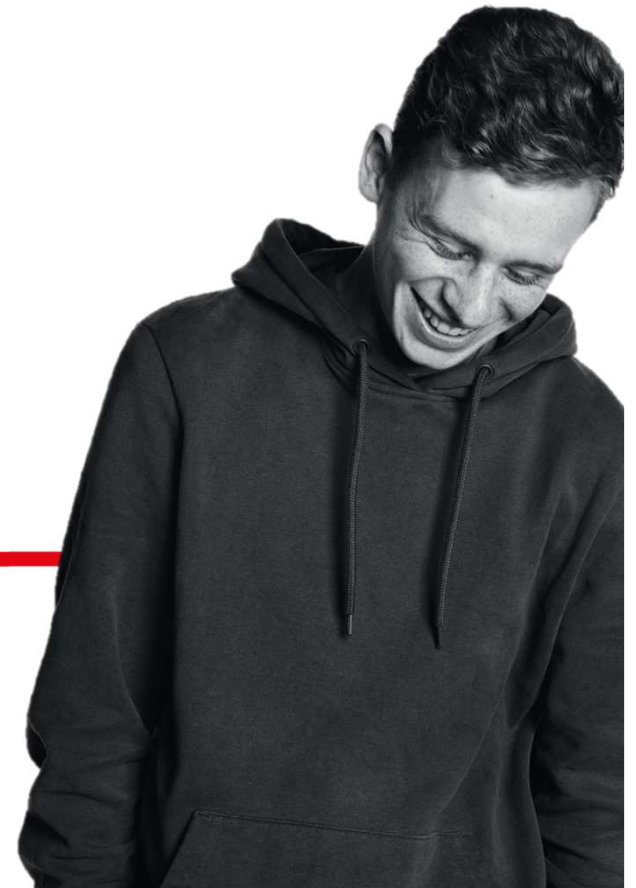
CP: 0 (2) – 0%

Early Help: 6 (11) – 54.5%

HOW

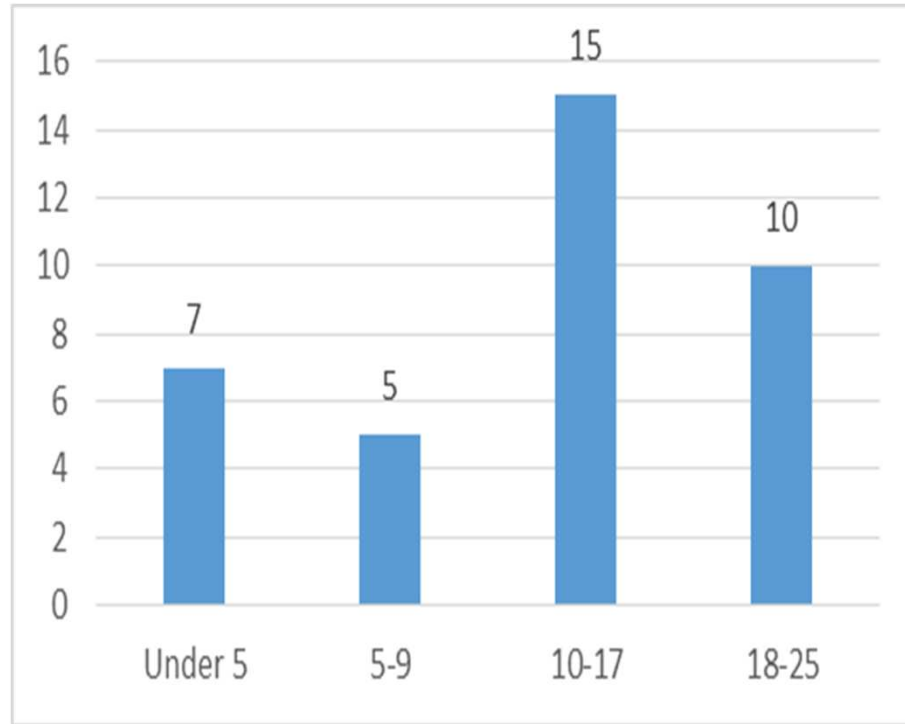
ACTION FOR CHILDREN

WORKS



Survey Population

Age



HOW

ACTION FOR CHILDREN

WORKS

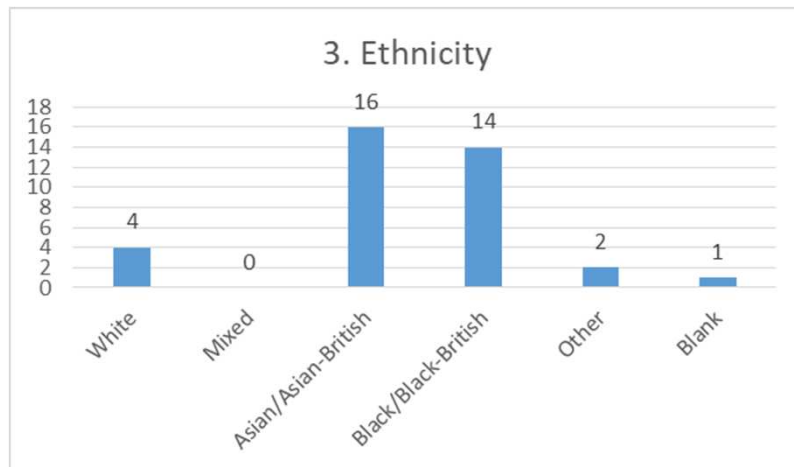


Survey population - contd

Gender: 5 female; 32 male

Disability: 4 Yes; 29 No; 4 blank

Ethnicity



HOW

ACTION FOR CHILDREN

WORKS

Survey population - cont

Placements

- geographical

Within City: 20; Other London: 4 Outside London: 13

- Type of placement

With Parents: 17; F/C: 10; Own home: 9; Other: 2

HOW

ACTION FOR CHILDREN

WORKS

Survey Results: Looked After Children

Very high satisfaction levels in nearly all respects

SW

9 (10): 'very easy' to get in touch
'easy' or 'very easy' to talk openly

Placements

9 (10): 'very happy' in their placements

Education:

5 (10) 'very good'; 5 (10) 'good' and 'ok'

8 (10): educational needs are 'fully' or 'mostly' met (except laptop)

decreased awareness of Virtual Head teacher

HOW

ACTION FOR CHILDREN

WORKS



LAC - contd

CiCC: popular; valued social network

Complaints, advocacy, IRO: good awareness

Safeguarding: improved sense of safety

felt supported if harmed or bullied

at least one trusted person (e.g. SW)

HOW

ACTION FOR CHILDREN

WORKS

Survey Results: Care Leavers

Feedback was consistent with previous years
Very high satisfaction rates

SW & keyworkers

100% (of sample): SWs are 'easy to contact'

77%: SW is 'very easy to talk to'

66%: get 'a lot of help' from SW

Many positive examples in the narrative (e.g. support during crises)

88% feel appropriately consulted & listened to

100% were helped to understand their life story

HOW

ACTION FOR CHILDREN

WORKS



Care Leavers - contd

Accommodation

78% (of survey population) happy where they are living

Many examples of practical support

High levels of appreciation of carers

Education & training

88.8%: 'very good'

Virtual Head teacher singled out for praise, "keeps in touch"

HOW

ACTION FOR CHILDREN

WORKS

Care Leavers - contd

CiCC: popular

Complaints, advocacy, IRO: decreased awareness

Safeguarding: 100% feel safe

33.3% no one to talk to/ support if harmed or bullied

HOW

ACTION FOR CHILDREN

WORKS

Recommendations “Help me to achieve my dreams”

^s Care Leavers and LAC

Education:

Laptops

More information about apprenticeships and going to uni

More opportunities for work experience

Finances:

Support around money problems

Pay for gym membership

Driving lessons

HOW

ACTION FOR CHILDREN

WORKS



Recommendations conts

Care Leavers contd

Accommodation:
More permanent housing

Immigration:
Asylum claims e.g. contact with solicitor

Social support:
Loneliness (CL)
Acknowledgement of birthdays etc

HOW

ACTION FOR CHILDREN

WORKS

Recommendations Early Help

- Resources list (what is available in the borough)
- More short breaks
- Leaflet: what Early Help can do for families
- Practical support e.g. applying for taxi card

HOW

ACTION FOR CHILDREN

WORKS



Thank you - Any Questions

If you have any questions
please do not hesitate to
contact us



HOW

ACTION FOR CHILDREN

WORKS



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